Government of Saskatchewan
Ministry of the Economy

2012 Saskatchewan Regulatory Modernization Progress Report

CONNECTING THE DOTS

REGULATORY MODERNIZATION

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A MESSAGE FROM THE MINISTER

Every day, the people of Saskatchewan are affected by regulation in a myriad of ways. We look to regulation to help ensure we live safer lives, get treated fairly, protect and manage our environment. Regulations assist in creating a competitive and efficient economy, laying out a level playing field for all and leveraging our advantage over other jurisdictions.

But we need to have a firm handle on regulation as it can become a burden to the people it's supposed to regulate and adversely affect their business activities. Over the past few years, the government has been actively reviewing regulations and we have made significant progress in the following areas: consolidation, by bringing together different regulations into a more manageable form and restating the law more clearly; resolving overlapping and inconsistent regulations; and, removing obsolete or outdated regulations that were unenforceable or were no longer relevant.

In October, the Honourable Brad Wall, Premier of Saskatchewan, released the *Saskatchewan Plan for Growth - Vision 2020 and Beyond*, in order to further solidify our economy and keep it growing into the future. The plan identifies principles, goals and actions for the province to capture the opportunities and meet its growth challenges.

The government aims to continue to reduce administrative burden on business created by red tape in order to foster growth and competitiveness. Also, the government will continue to work through the New West Partnership Agreement to reduce inter-provincial barriers to economic growth in Saskatchewan.

The plan outlines a multi-year strategy that will review all regulations for impacts and costs and reduce red tape that creates barriers to growth. The Province will also complete a one-stop online business services portal to improve electronic government services. In conjunction with municipalities, the government will implement a new online permitting system for overweight transportation loads.

We will continue to monitor, through the Regulatory Modernization Progress Report, our progress in cutting red tape across government ministries and agencies. This annual report details actions government ministries, Crowns and agencies have taken to ensure regulations are relevant, effective and efficient.

As promised in the throne speech in October 2012, we will continue our efforts to reduce red tape through the Regulatory Accountability Initiative. The purpose of these activities is to secure a better quality of life for Saskatchewan people. Regulatory modernization has a key role to play in realizing this plan.

Bill Boyd
Minister of the Economy
Minister Responsible for the Global Transportation Hub
Minister Responsible for Saskatchewan Power Corporation

INTRODUCTION

Regulations are necessary to ensure the protection of public health, safety, workers, citizens and the environment. When regulations do not keep pace with a fast changing social, technological, environmental or economic environment, they become obsolete and lose their relevancy, efficiency and effectiveness, leading to red tape. Red tape creates regulatory burdens, excessive paperwork and cumbersome processes for business and citizens.

As Saskatchewan continues to hit new records of investment, immigration and employment, now more than ever, regulatory modernization is critical to establishing a competitive business climate and increasing global confidence for investing, doing business and living in our province.

This is why the Government of Saskatchewan is committed to regulatory modernization. Our government understands that regulatory modernization is achieved through the review of regulations and related procedures.

The 2012 Regulatory Modernization Progress Report highlights initiatives, improvements and efforts made by ministries, agencies and Crowns to reduce red tape and government's footprint. This report is broken down under the following seven themes:

1. Enhancing Customer Service;
2. Expanding Regulatory Transparency and Accountability;
3. Expanding Online Tools and Solutions;
4. Regulatory Streamlining;
5. Supporting the Adoption of a Flexible and Modern Regulatory Framework;
6. Building Capacity for Regulatory Modernization; and,
7. Reducing Fees and Paperwork Burden.

THEME 1

ENHANCING CUSTOMER SERVICE

Ministries, Crowns and agencies across government have made improvements to enhance service delivery and make it easier for business to do business and interact with government. Several of these were LEAN initiatives which eliminated non-value-added activities required of government and clients, thereby reducing time and improving service. The following are some initiatives that were implemented this year to enhance customer service:

SASKATCHEWAN GOVERNMENT INSURANCE (SGI)

The Snowmobile Amendment Regulations

- *Economic Sector(s) or Stakeholders Impacted:* citizens, tourism.
- *Background:* SGI introduced an option of an online snowmobile safety training course to the already existing in-class option.
- *Action Taken:* A regulatory change was made to remove reference to an instructor taught course to allow for an online course.
- *Results and/or Anticipated Results:*
  - Allows the snowmobiling public more flexibility to access the required safety training.
  - Increased accessibility (time and location) to the mandatory safety training program.
  - Created a business opportunity for the agency that implemented the online safety course.

The Vehicle Impoundment (Unauthorized Driver) Amendment Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* authorized SGI towing companies, unauthorized drivers.
- *Background:* The Vehicle Impoundment Program was introduced in August 1996, along with a number of safe driving initiatives. A vehicle is impounded if the driver is disqualified or suspended, has not renewed a driver's licence after completing a suspension period, or is driving without a valid licence and has had a previous

conviction within the last five years for driving without a valid licence (whether it is the driver's own vehicle or someone else's vehicle). Review of the rates paid to tow truck operators and garage keepers has only been completed twice since the implementation of the Vehicle Impoundment Program in 1996. SGI was losing garage keepers as the rates they were being paid did not cover the costs for fuel and operating expenses.

- *Action Taken:* SGI surveyed garage keepers to determine their concerns and to determine what they considered fair remuneration.
- *Results and/or Anticipated Results:*
  - Increase in costs to disqualified drivers;
  - Garage keepers are compensated fairly; and,
  - SGI committed to reviewing these rates every two years.
- *Additional Information:* Five garage keepers who had left the program have returned. This has improved service to the Royal Canadian Mounted Police (RCMP) and unauthorized drivers that had to wait for long periods of time for tow truck service to arrive.

Written Driver's Licence Examinations - SGI Google Translator

- *Economic Sector(s) or Stakeholders Impacted:* citizens with English as a second language.
- *Background:* New citizens to Saskatchewan were having great difficulty passing the written exams associated with attaining a Saskatchewan driver's licence. This was often due to language barriers. Written exams and driver handbook information are only available in English and French. New citizens often required numerous attempts to pass the exam – a hardship associated with settling in Saskatchewan, as well as a barrier to employment.
- *Action Taken:* The addition of an electronic translator to the computerized testing stations and the online driver handbook permits new citizens to translate related information and questions into one of approximately 65 different languages – enhancing their success rate.
- *Results and/or Anticipated Results:* Customers are extremely happy with having access to this tool and are better able to understanding and successfully complete the written portion of driver examination testing.
- *Additional Information:* One of the first customers to use this feature was so elated that they went out and purchased coffee for the staff at the test location. A multitude of comments of appreciation have been received from customers throughout the province.

INFORMATION SERVICES CORPORATION (ISC)

Renewal and Modernization of Vital Statistics Registry Services

- *Economic Sector(s) or Stakeholders Impacted:* Saskatchewan residents.
- *Background:* ISC has completed a renewal and modernization of Vital Statistics Registry services. Enhancing the efficiency and effectiveness of the registry and the customer experience were an important aspect of the renewal.
- *Action Taken:* With the introduction of a new online ordering service in November 2012, 30 per cent of all certificate orders are being submitted online. ISC launched online death registration and burial permit application in early 2011.
- *Results and/or Anticipated Results:* New technology has modernized the registry with enhanced data security and consistent privacy principles to replace out-dated technology.

New Document Storage Library

- *Economic Sector(s) or Stakeholders Impacted:* businesses and citizens.
- *Background:* Prior to the new document storage library, customers would need to upload or submit the complete mortgage or lease document as part of their application to register the mortgage or lease on title. Mortgage documents typically exceed 40 pages and take a significant amount of time to fax to ISC or to upload on to ISC's Online Submission Service.
- *Action Taken:* The Land Registry created a new service that allows customers to file standard terms and conditions for mortgages and leases in a document storage library. When terms are filed in the document storage library, each set of standard mortgage or lease terms are given a reference number. These standard terms and conditions can then be cross-referenced and become incorporated as part of subsequent land registry transactions.
- *Results and/or Anticipated Results:* The new service saves the customer time and is offered at no cost.

THE MINISTRY OF LABOUR RELATIONS AND WORKPLACE SAFETY

The Labour Standards Act

- *Economic Sector(s) or Stakeholders Impacted:* citizens.
- *Background:* Citizens who filed complaints under *The Labour Standards Act* (the Act) to collect wages due from employers suffer from the length of time to

investigate a complaint. At the time the LEAN process was initiated, an investigation averaged approximately 140 days. Delays in the complaint resolution process:

- Extend the period of time that employees and their families are impacted by lost wages;
- Cause employer frustration; and,
- Reduce the public's confidence in the labour standards complaint resolution process and ultimately the government's commitment to minimum standards.

- *Action Taken:* Utilizing LEAN methodologies, the Labour Standards Division identified opportunities to standardize processes and utilize internal best practices to streamline the investigative process and improve timeliness.
- *Results and/or Anticipated Results:* Time to complete an investigation has been reduced from 140 days at the time of the review to approximately 81 days. In addition, a more standardized process has resulted in clearer roles, less rework and a more balanced distribution of work within the division.

Radiation Safety Unit-The Radiation Health and Safety Act and Regulations: a LEAN Initiative on annual invoicing of registered x-ray and ultrasound equipment

- *Economic Sector(s) or Stakeholders Impacted:* owners of registered x-ray and ultrasound equipment.
- *Background:* Occupational Health and Safety (OHS)/Radiation Safety Unit have been criticized for the process and the length of time taken to collect moneys for the registration and annual invoicing of radiation equipment. Not accepting electronic money transfers has resulted in delays in receiving payments and resulted in frustrations such as:
  - Owners of radiation equipment (dentists, veterinarians, private medical clinics) are impacted by lost time (processing a cheque); and,
  - OHS culture and commitment to efficient service are weakened.
- *Action Taken:* LEAN process identified the following efficiencies:
  - Implementation of electronic payment process, which will also assist in processing other fees within the division;
  - Creation of electronic forms for submission of registration information;
  - Designed new electronic forms that provide a broader set of timely information;
  - Additional opportunities to communicate with stakeholders, enhance electronic communication, and improve compliance;
  - Reduction of paperwork by electronic filing and eliminating unnecessary mail outs; and,
  - Opportunity to strengthen relationship with professional associations to improve compliance amongst the membership.

- *Results and/or Anticipated Results:*
  - Reducing process times, costs and data entry errors by less paper handling, fewer mail outs, and improved electronic communication;
  - Improving service to stakeholders; and,
  - Improving compliance with registrations and fee payments.

Occupational Health Committees-Amendments to the Occupational Health and Safety Act, 1993, Part III

- *Economic Sector(s) or Stakeholders Impacted:* occupational health committees and occupational health and safety representatives.
- *Background:* The creation and maintenance of occupational health committees is currently a manual process that involves several steps. Occupational Health and Safety (OHS) requires the creation of a secure, web-based portal for Saskatchewan workplaces with more than ten employees to:
  - Register occupational health committees with the OHS Division;
  - Submit their committee meeting minutes; and,
  - Receive customized communications from the OHS division.
- *Action Taken to Reduce Regulatory Burden:* The ministry and the Information Technology Office (ITO) have contracted Intelex to provide implementation and consulting services to implement a software application for occupational health and safety committee meetings. A test environment will be built first and working prior to legacy data import and other services identified.
- *Results and/or Anticipated Results:*
  - Employers and worker co-chairs will see a benefit by reducing manual processes, receiving timely customized communications, and allowing time efforts to be focused in other areas;
  - Reduce the administrative burden on businesses associated with the mandatory registration of committees and the submission of committee meeting minutes;
  - Improve the quality of the OHS division's review of committee activities and their ability to recognize and respond to trends;
  - Improve the efficiency and effectiveness of OHS services to committees. The portal will replace a manual system of registering committees, and distributing, recording and filing minutes. OHS staff who currently administer these services will become available for more direct interactions with workplaces; and,
  - Provide a platform for the future expansion of the portal and customized transactions between businesses and the OHS division.

THE MINISTRY OF AGRICULTURE

The Crop Insurance Regulations

- *Economic Sector(s) or Stakeholders Impacted:* producers.
- *Background:* Prior to the regulatory change, producers who filed crop insurance claims after the claim deadline, were assessed a penalty equal to 25 per cent of the claim amount, with no maximum limit on the penalty. This resulted in some producers being faced with large financial penalties in the case of sizeable claims.
  Action Taken: ***The Crop Insurance Regulations*** were amended in 2012,to enable the Saskatchewan Crop Insurance Corporation (SCIC) to improve customer service.
- *Results and/or Anticipated Results:* The amendment to ***The Crop Insurance Regulations***, established a maximum claim reduction of $1,000 in the event that a claim was filed after the deadline. In addition, the amendment also allows SCIC to waive the penalty in the case of extenuating circumstances. The resulting changes have allowed SCIC to maintain the integrity of the claims process while providing better and more equitable service to its customers.

Amendment to The Domestic Game Farm Animal Regulations

- *Economic Sector(s) or Stakeholders Impacted:* game farm producers.
- *Background:* Prior to the change, regulations required game farm producers, under ministry supervision, to provide inventories of their animals for disease surveillance purposes. The information was collected and then data entered at the head office in Regina. This proved to be a burdensome process for producers, and presented issues around information accuracy and time delays.
- *Action Taken:* ***The Domestic Game Farm Animal Regulations*** were amended to allow changes to the process by which game farm animal inventories are submitted to the ministry. The branch shifted the keying of data from head office to the field offices.
- *Results and/or Anticipated Results:* Field staff now collect and input the inventory information on site directly from the producer. This results in quicker processing time and enhanced accuracy of information because producers can answer questions immediately. Inventories are available to head office for review of program compliance on a timely basis. Producers have welcomed this change as it has reduced the amount of time and effort required to meet program requirements, and provides the ministry with accurate and timely information to assess program compliance.

Streamlining program review processes within the ministry

- *Economic Sector(s) or Stakeholders Impacted:* citizens and clients.
- *Background:* The Agriculture Research Branch has undertaken a number of initiatives to streamline the review processes of the Agriculture Development Fund (ADF) Review Committee and the ADF Advisory Committee.
- *Action Taken:* By scheduling meetings back to back, they have reduced the number of days that the committees meet.
- *Results and/or Anticipated Results:* This has resulted in reductions in travel time, lodging and meal expenses, staff preparation time, and enabled faster decision-making for approval of projects. Furthermore, they have developed a paperless internal process for review of ADF applications, thereby saving time and paper in the preparation of documents.

THE MINISTRY OF EDUCATION

The Teacher Certification and Classification Amendment Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* teachers.
- *Background:* The Board of Teacher Education and Certification and the Teacher Certification Board will be amalgamated to form the Teacher Education, Certification and Classification Board upon the proclamation of *The Education Amendment Regulations, 2012*.
- *Action Taken:* The proposed amendments will support the new Teacher Education, Certification and Classification Board's appeal process by providing time constraints for various parts of an appeal. The previously unlimited period of time for an appeal of a teacher certification decision will now be limited to 60 days and the applicant will receive written notice of the Appeal Committee's recommendation within 30 days. The process for the appeal of a teacher's salary classification remains essentially the same as it was under the former regulations. The proposed regulations will name the Appeals Committee of the Teacher Education, Certification and Classification Board as the body to decide the appeal instead of the defunct Teacher Classification Board.
- *Results and/or Anticipated Results:* The changes are anticipated to result in:
  - Greater efficiencies to be realized through the amalgamation of teacher classification and certification boards; and,
  - Greater equity for teachers to appeal certification judgments.

SASKPOWER

SaskPower's Turnkey Subdivision Project

- *Economic Sector(s) or Stakeholders Impacted:* developers and homebuilders.
- *Background:* Coordinating the design and installation of the "shallow services" between SaskPower, SaskEnergy, SaskTel and the subdivision land developers to enable the timely provision of services to building lots within new subdivisions has proven to be very challenging for the Crown utilities over the last number of years. In 2002, there were approximately 3,000 new housing starts in Saskatchewan. In 2011 the number of new housing starts slightly exceeded 7,000 and is forecast to be nearly 8,000 for 2012 and 2013. This significant increase in demand for subdivision utility servicing design and installation work has put significant pressure on the ability of the Crown utilities to deliver timely service that meets the needs of our stakeholders. Under the current service delivery model, each utility/service provider works independently with land developers to determine the location of electricity, natural gas, telephone and other services that require trenching and underground placement for new subdivisions.
- *Action Taken:* The new model was developed in cooperation with SaskEnergy, SaskTel and two of the province's cable television providers, Access Communications and Shaw. Through the new proposed model, the design of utility services in new subdivisions will become the responsibility of the developer. Developers will be responsible for securing the services of qualified contractors to design and construct the subdivision shallow services (power, gas, telephone and cable) in conjunction with deep services (water, sewer, storm drainage). Once construction and installation has been completed and following normal acceptance procedures, the facilities would be owned, operated and maintained by the respective Crown corporations.

  The Crowns have permission from Regina-based developer, Karina (Creeks subdivision, phase 4); and The City of Saskatoon (Rosewood subdivision, phase 2B) to use these new subdivisions as the proof of concept projects. Primary Engineering and Construction, the Crown's implementation partner, also completed the electrical, gas and telecommunications design for these two subdivisions. The benefits associated with this initiative are:
  - Developers will have more control over the timelines and the expenses associated with the installation of shallow utility services; and,
  - Increased opportunities within the private sector for the delivery of the engineering and construction services.

- *Results and/or Anticipated Results:* The result of the Turnkey Subdivision Project will be to provide the land developers more control over the timing and delivery of the shallow utility services to their subdivisions. This should ensure that the services are better meeting the needs of this key stakeholder group. Additionally, the capacity of the utility Crowns to deliver these services will no longer be a limiting factor in how quickly new subdivisions can be serviced. As a result of the successful experiences to this point with the two proof of concept projects and with the support of several of the provinces larger developers, a decision has been made to make the Turnkey Subdivision option available to all developers in the Saskatoon and Regina areas in late 2012 for the beginning of the 2013 construction season. Primary Engineering and Construction has made a decision to set up a Saskatchewan office as a result of working on this project. This firm previously had offices in Alberta and British Columbia where they work extensively in the turnkey subdivision models in those provinces. This is a benefit we were hoping for as an outcome in that we would attract new private companies into the province.

THE MINISTRY OF THE ECONOMY

PRIME- Renewing Saskatchewan's Oil and Gas Reporting System and Regulations

- *Economic Sector(s) or Stakeholders Impacted:* oil and gas Industry.
- *Background:* Saskatchewan's oil and gas reporting systems and related business processes had not undergone a major review for many years. Many of the systems and processes were paper-based, outdated, inefficient and cumbersome for both industry and government. The adoption of Petrinex, an electronic reporting system used in Alberta, was identified as a way to help the oil and gas industry and the Government of Saskatchewan manage information in a standardized manner significantly improving efficiency and effectiveness.
- *Action Taken:* The Ministry of the Economy initiated an extensive LEAN project known as the Process Renewal and Infrastructure Management Enhancement project (PRIME) to review all of Saskatchewan's oil and gas reporting systems and related business processes. Significant regulation amendments were required to implement all the changes that were identified as a result of the project. The following regulations were created, re written or amended:
  - *The Petroleum Registry and Electronic Documents Regulations* (new regulation);
  - *The Crown Oil and Gas Royalty Regulations, 2012* (rewritten);
  - *The Freehold Oil and Gas Production Tax Regulations, 2012* (rewritten);
  - *The Recovered Crude Oil Tax Regulations, 2012* (new regulation); and,
  - *The Helium and Associated Gases Regulations, 1964* (amended).

- *Results and/or Anticipated Results:* Saskatchewan oil and gas companies started reporting through Petrinex effective March 1, 2012. Redundant processes were eliminated and/or streamlined, significantly improving efficiencies for both industry and government. Regulatory customer service, transparency and accountability were enhanced. Online regulatory tools and solutions were expanded. The regulations were modernized and streamlined and in some cases, totally rewritten. Authority was provided to enable and support electronic business.

The Labour-Sponsored Venture Capital Corporation (LSVCC) Amendment Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* potential investors, Saskatchewan companies.
- *Background:* Investment funds were nearing or at the current maximum investment cap. Without an increase, funds could not honour purchase requests from potential investors.
- *Action Taken:* Cabinet made the decision to increase the cap to $55 million from $50 million for one year. The Ministry of Finance and Enterprise Saskatchewan (now integrated into the Ministry of the Economy) were directed to complete a program review to ensure the Invest in Saskatchewan program is meeting its mandate. The review is to include an analysis of individual caps and fund caps. The review is also to provide an assessment of the relative economic development value of the program in relation to its tax credit cost.
- *Results and/or Anticipated Results:* Raising the cap will generate economic activity and job creation which will increase the tax base of the province. This increase will offset to some degree the additional reduction in forgone tax credits, but cannot be quantified until the program review has been completed. The funds themselves allow more and larger provincial funds to develop the venture capital industry in the province and the funds can better achieve critical size where they can be more responsive, effective and efficient. A larger pool of investment funds will be available to small and medium-sized businesses as well as allowing greater investment opportunities for Saskatchewan residents.

The Small Business Loans Association Program (SBLA) Amendment Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* entrepreneurs, small business owners.
- *Background:* The former Enterprise Saskatchewan Board made a recommendation in 2009 to increase the loan cap from $15,000 to $20,000 and remove the association lending cap altogether. The existing cap on associations limited the number of clients that could be assisted in a community, and the cap on loan

amounts often demonstrated that potential loan clients could not raise enough funds to further their business venture.

- *Action Taken:* Loan caps were raised to $20,000; the association lending cap remained unchanged. At this time there are no increases to the program budget, although in the future there may be a proportional increase to the budget for concessionary allowances and loan loss provisions.
- *Results and/or Anticipated Results:* The increase in loan amounts will potentially result in more businesses utilizing the program for startups or expansions of existing businesses. Over the longer term, this supports an increase in economic activity and job creation.

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY (SLGA)

Amendments to The Alcohol Control Regulations

- *Economic Sector(s) or Stakeholders Impacted:* hospitality/other business.
- *Background:* Under existing regulations, SLGA could only issue liquor permits for a one-year term. This required commercial liquor permittees (e.g.: restaurants, taverns) to renew their permits on an annual basis. In addition, the regulations prohibited permittees from serving premixed drinks, such as Mojitos. This raised concerns particularly from cultural groups involved the Mosaic Cultural Festival in Regina that wished to serve pre-mixed drinks at their cultural pavilions.
- *Action Taken:* Following a LEAN review of SLGA policies and regulations, *The Alcohol Control Regulations* were amended to allow commercial liquor permits to be issued for a period of three years. Permittees will have the option to pay their permit fees on an annual basis or pay three years at a time. As well, the regulations were amended to allow permittees to serve and sell cocktails that have been pre-mixed.
- *Results and/or Anticipated Results:* By increasing commercial liquor permits to a three-year term, there will be a reduction in the number of permit renewals. This will result in reduced administrative costs both for permittees, who will no longer be required to renew their permit on an annual basis, as well as SLGA, who will process fewer permit renewals each year. The changes regarding pre-mixed cocktails will grant permittees greater flexibility in the types and manner in which alcohol is sold and served to customers.
- *Additional Information:* Approximately 1,550 permits are issued annually; of those, approximately 200 are considered new applications, leaving approximately 1,350 annual renewals. By increasing the licence period to three years, the number of renewals processed by SLGA will be reduced to approximately 450 per year. These changes are expected to result in savings of 1,350 hours of labour annually (with

each renewal taking approximately 1.5 hours of staff time to process).

Amendments to The Gaming Regulations

- *Economic Sector(s) or Stakeholders Impacted:* gaming industry/charitable gaming.
- *Background:* SLGA identified several issues regarding *The Gaming Regulations, 2007*:
  - Previously, religious or charitable organizations that wished to conduct a break-open lottery or a raffle in conjunction with a bingo event were required to obtain multiple licences from SLGA. This resulted in additional administrative costs for both the organizations conducting charitable gaming and SLGA.
  - Pursuant to the regulations, individuals who are employed in the gaming industry are required to register with SLGA as "gaming employees." This helps ensure the integrity of the gaming industry. However, in certain instances there are individuals working in connection with the gaming industry that are not expected to have a significant impact on the integrity of gaming events (for example, individuals hired by a casino operator from time to time to provide production assistance for performances at a casino). Similarly, individuals working for organizations that conducted small or media bingo events are classified as gaming employees. However, those individuals only deal with smaller prizes and do not have a significant impact on the integrity of gaming.
  - Previously, SLGA charged a $5 fee for raffle and bingo licences issued for events whose total prize value does not exceed $1,000. In 2011, SLGA completed a LEAN review of small raffle licences which determined that the nominal application fee of $5 added significant time and process to the issuance of small raffle licences and recommended removal of the fee.
  - In the past, all break-open lottery tickets in Saskatchewan have been provided by a single supplier. That supplier was required to pay an annual fee to SLGA of $5,000, compared to the $500 fee paid by all other types of gaming suppliers. Following a review of this policy, it was determined that the needs of the gaming market would be better served by allowing multiple suppliers to provide break-open tickets.
- *Action Taken:* Several changes were made to *The Gaming Regulations, 2007* to address these issues:
  - Religious and charitable organizations can now conduct a bingo event, a break-open lottery and/or a raffle, all under a single licence; and,
  - Certain classes of individuals have been excluded or exempted from requiring registration as a gaming employee who are not expected to have a significant impact on the integrity of gaming, including:

- Individuals employed by an organization with a charitable gaming licence where the individuals' duties do not relate to charitable gaming;
- Individuals employed by an organization that is licenced to hold charitable gaming events (e.g. bingo) that occur on a weekly basis with a total prize value of less than $1,000;
- Individuals hired by a casino operator to provide production assistance for performances at the casino; and,
- Employees of organizations that conduct small bingos or media bingos.

. The $5 fee for small raffle licence applications made to SLGA was removed. Consistent with the findings of the LEAN review, the $5 fee for small bingo applications made to SLGA was also removed. Municipalities, which currently have the ability to issue small raffle licences, will maintain a discretionary authority to charge a $5 fee with small raffle applications; and,
. The special $5,000 registration fee for suppliers of break-open tickets was replaced with the regular $500 fee.

• *Results and/or Anticipated Results:*

. Changes regarding the single gaming licence reduce administrative costs for both SLGA and religious and charitable organizations that host bingo events in conjunction with break-open lotteries or raffles and decreases the time it takes SLGA to issue charitable gaming licences for these events.
. Removing/exempting the registration requirements for certain classes of individuals will reduce administrative costs for both SLGA, by reducing the number of registrations that must be processed, and gaming operators (including charitable organizations), by exempting certain employees from registration requirements.
. Removing the $5 fee for small raffle and bingo applications reduces administrative costs for SLGA by simplifying the processing of applications and will reduce the time it takes to process applications and grant licences by two to six days.
. Suppliers of break-open tickets are now subject to the same $500 registration fee as all other suppliers — a reduction of $4,500. As well, the policy change allowing for multiple suppliers of break-open tickets will allow expanded business opportunities in the gaming industry.
. Excluding or exempting certain classes of individuals from registration as gaming employee will reduce red tape, while maintaining the integrity of gaming in Saskatchewan.
. Removing the $5 fee for small raffles and bingos will result in a reduction in

fees paid by charitable organizations to SLGA of approximately $6,500 for small raffles and less than $1,000 for small bingos annually. The reduction in fees is expected to be offset by the administrative savings for SLGA resulting from the changes.

Amendments to internal policy and operations

- *Economic Sector(s) or Stakeholders Impacted:* general business/hospitality.
- *Background:* SLGA found that the various branches who dealt with franchises (including Financial Services, Liquor Licensing and the warehouse) lacked communication in dealing with issues related to franchises. It was determined that new initiatives needed to be implemented to get these branches to work towards common goals.
- *Action Taken:* SLGA set up a LEAN initiative with the goal to streamline and organize the functions of the various groups that deal with SLGA franchises. The LEAN project team came up with a number of long term initiatives including the need for a system software solution to support the management of franchise operations. The group also launched an initiative aimed at improving the time it takes to process applications from new owners who take over an existing franchise.
- *Results and/or Anticipated Results:* Improved communication between SLGA branches is helping to solve problems more quickly and improve SLGA's processes related to franchise operations. In addition, the time it takes to process applications from new owners who take over an existing franchise has been reduced from 60 to 30 days.

THE MINISTRY OF GOVERNMENT RELATIONS

The Northern Municipalities Regulations

- *Economic Sector(s) or Stakeholders Impacted:* northern Saskatchewan residents.
- *Background:* When *The Northern Municipalities Act, 2010* was being finalized in 2009, the use of courts was revised so that appeals or applications could be made to the Provincial Court as an alternative to the Court of Queen's Bench whenever the power was within its constitutional jurisdiction. This was done to improve northerners' access to courts located within northern Saskatchewan, for the purposes of the Act. To support the use of the Provincial Court for appeals and applications in northern Saskatchewan, the application process needed to be established in the regulations.
- *Action Taken:* The ministry worked with the executive legal officer for the provincial

court and the Ministry of Justice to develop the forms and process. The provisions and process are similar to those found in *The Small Claims Act, 1997* and *The Small Claims Regulations, 1998*.

- *Results and/or Anticipated Results:* The regulatory changes required to establish the process for applications to provincial court were recently approved by Cabinet. The Ministry of Government Relations is currently finalizing the related provincial court application forms and expect the forms to become effective by the end of the 2013 fiscal year.

Report Streamlining for the Mine Surface Lease Agreement (MSLA)

- *Economic Sector(s) or Stakeholders Impacted:* northern Saskatchewan mining sector and Northern Saskatchewan residents.
- *Background:* Under the terms of the northern mine operators' mine surface lease agreement with the Ministry of Government Relations and their Human Resource Development Agreement with the Ministry of the Economy, each mine operator in northern Saskatchewan submitted several annual reports to government. Responding to multiple due dates, these reports often contained duplicate content, or content that was not uniform. Residents of northern Saskatchewan were interested in knowing the contents of these reports but government was unable to share this information because of proprietary information specific to each company. As well, government was unable to share information in an amalgamated format because categories of content were not standardized among the operators.
- *Action Taken:* The ministries of the Economy and Government Relations, along with northern mine operators, discussed actions that could be taken to reduce reporting burden on industry, create uniformity in information provided to government, and facilitate industry in meeting reporting deadlines and content requirements. The result was that the parties cooperatively created a new Socio-Economic Benefits Report template in 2011. The new template was implemented in 2012 by the companies for their annual reports for the 2011 year.
- *Results and/or Anticipated Results:*
  - Streamlining industry's reporting requirements under the new Socio-Economic Benefits Report template has resulted in a reduction in reporting burden for the northern mine operators and improved meeting report deadlines. The new template consolidates five previous reports: the Northern Business Participation Report, the Business Opportunity Forecast, the Compensation Report, Public Involvement Report, and the companies' annual Human Resource Development Plans. It also reduces duplicate information, has one due date instead of two, and is submitted to one ministry rather than two–all without the loss of critical

information.

- Standardization of information reported to government has enabled the Ministry of Government Relations to produce its own annual report to inform stakeholders and policy-makers on the performance of its socio-economic agreements with the northern mining sector and the activities of mining companies in meeting their commitments to provide local benefits for northerners from their operations.
- This summary aggregates and interprets the broad array of socio-economic benefits statistics reported annually, including information on employment and business opportunities, training and education initiatives, and employee services. The report looks back on performance and to addresses the accountability of the industry. It also looks ahead as it tries to reflect on the northern mining industry's requirements in future years. The different areas of the report should be of particular interest to northerners and northern businesses, provincial policy-makers and program developers/administrators, and to industry representatives themselves.

- *Additional Information:*
  The summary was widely distributed to northern agencies, industry and stakeholders, as well as made available to download from the website at: http://www.gr.gov.sk.ca/Default.aspx?DN=839a3225-99e6-46b9-8959-9a190f9a71a1

Industry Quote
"Thanks for sharing this information with us before you considered making this public. We don't have any problem with this table going out or being made public. I think it is actually quite helpful to show the areas where northerners have pretty much tied up the business (for example, catering) to help new northern businesses perhaps consider different avenues."

Provincial Ministry Quote
"At a quick glance, this is an excellent overview of the benefits of mining and what the government is doing in that larger framework. It is the first time I have seen it all in one place. Good stuff".

The First Nations and Métis Fast Track Funding System

- *Economic Sector(s) or Stakeholders Impacted:* First Nations and Métis communities and the resource development sector.
- *Background:* The Consultation Participation Fund provides support to First Nations

and Métis communities to participate in consultations related to project specific activities where government has determined that a duty to consult exists. The application process and approval timelines for grants under the Consultation Participation Fund were cumbersome and inefficient, giving rise to frustration when applicants were unable to access funding to support consultations within timelines under the Consultation Policy Framework.

- *Action Taken:* The grant approval process for the Consultation Participation Fund underwent a LEAN process in 2010-2011. While delays have been reduced by streamlining criteria and improving work plan and budget forms, the recent development of a Fast Track Funding System for grants under $10,000 is expected to better meet First Nations and Métis community needs, and improve the timelines for decision-making. The Fast Track application is an easy-to-complete and simplified form, with a defined list of eligible items, consistent with the Fund criteria, which allows for quick completion, review and approval. Faster approval times give the community the confidence to move ahead with their consultation plans, knowing they will be receiving the necessary financial support. This also provides the consulting ministry with confirmation that the community has the support to consult with government on the project, thereby facilitating informed decision-making.
- *Results and/or Anticipated Results:* As the Fast Track process is clear, simple and structured, it facilitates quick completion, review, approval and processing, better meeting the needs of First Nations and Métis communities and the timelines as guided by the Consultation Policy Framework. First Nations users of the Consultation Participation Fund were engaged in the development of the Fast Track Funding System and feedback was very positive. This Fast Track pilot for grants under $10,000 was recently completed and feedback on the application process and timeliness of disbursement of funds is anticipated to be equally positive.

The Provincial Disaster Assistance Program (PDAP)

- *Economic Sector(s) or Stakeholders Impacted:* municipalities, citizens, small businesses and agricultural operations.
- *Background:* PDAP receives claims from a number of stakeholder groups, such as municipalities, individuals, small businesses, etc. Claims were received and assigned to staff in a single process stream regardless of the claim type. This approach did not provide for overall coordination of similar file types, leading to potential inconsistencies and inefficiencies. The preparation of these files for provincial and federal audit also highlighted these inconsistencies, potentially impacting the level of provincial cost recovery from the federal government.

- *Action Taken:* A team approach, based on claim type, has been developed and implemented. Separate teams were established to focus on individual, municipal, small business and First Nations claims. In addition, a dedicated team was created to review all closed claim files to further ensure that each file contained the required documentation and other information required for audit and cost recovery. This team is called the Disaster Financial Assistance Arrangements, or DFAA, Team.
- *Results and/or Anticipated Results:* The team approach significantly improved efficiency and promoted consistency across similar claims. As a smaller focused group, each team was better able to provide subject expertise and past experience, thereby increasing consistency and efficiencies, reducing processing and payment times. Client service is further enhanced since claimants are now able to contact staff with a more focused knowledge and experience to address any issues or other concerns. The two most positive outcomes are:
  - Improved client service delivery–reduced processing time and faster payment delivery; and,
  - Increased government revenue–potential for increased federal cost recovery due to more accurate and consistent file management practices and increased program credibility.

THE MINISTRY OF JUSTICE

Offender transportation

- *Economic Sector(s) or Stakeholders Impacted:* citizens
- *Background:* Multiple organizations currently have responsibility for transporting prisoners throughout Saskatchewan. Transport services were straining policing resources as officers fulfilled transport organization as well as their traditional policing duties. The current model lacks coordination and communication and results in fragmentation of both oversight and service delivery, creating inefficiencies as well as unclear responsibilities and accountabilities.
- *Action Taken:* In 2010, the Prisoner Transport Steering Committee and Working Group was established to review the current situation and provide recommendations for an efficient and effective service delivery model. Members included representatives from Adult and Youth Custody, Justice Court Services and RCMP (Provost). An external consultant was contracted to facilitate offender transport LEAN exercises. LEAN value-stream mapping events have since been completed for male offenders, female offenders and young offenders, and court security and detention. In addition, a Kaizen event on "medical protocol" for

offender transports was completed. The LEAN work is completed. A business case for a new streamlined offender transport model has been developed and is in the process of being finalized.

- *Results and/or Anticipated Results:* This initiative is not yet completed. The objective is an efficient, effective and logical prisoner transport model that minimizes the use of police resources for non-police duties, ensures the humane and legal treatment of prisoners, and minimizes prisoner "hand-offs" between agencies. Some adjustments have already been made. Adult Custody is now completing inter-institutional transports of adult offenders which alleviated some workload pressures by RCMP provost.

THE MINISTRY OF FINANCE

First Nations Fuel and Tobacco Tax Refund Program

- *Economic Sector(s) or Stakeholders Impacted:* First Nations fuel and tobacco retailers.
- *Background:* Since March 30, 2000, First Nations have been given the opportunity to enter into arrangements for the effective removal of the tax on fuel and tobacco purchases made by status Indians on-reserves. On-reserve retailers purchase their fuel and tobacco products from their Saskatchewan suppliers on a tax-included basis. However, when these products are sold on-reserve to status Indians who present their valid Certificate of Indian Status Identification Card, the products are sold tax-free. To get a refund of the tax, the First Nations retailer must submit the details of their fuel and tobacco sales transactions made to status Indians. The transactions can be reported through a manual, paper-based or electronic batch method. Both processes presented the following challenges:
  - Exempt sales validated by Saskatchewan Finance long after the sale was made by the retailer resulting in some denied transactions never refunded to the retailer.
  - Retailers were responsible to monitor and prevent sales to customers where consumption is over a reasonable amount. The legacy processes and systems did not provide the retailer with adequate information at time of sale to comply with the new requirements.
  - Large amounts of tobacco were being purchased exempt by travelling from retailer to retailer and then resold to customers who are not entitled to an exemption under the federal *Indian Act*.
  - The electronic reporting method also lent itself to several points of failure in the nightly telephone polling process employed by the point of sale (POS) systems.

Support issues occurred on a frequent basis and involved communications, equipment and process problems with the retailer, POS vendor, and the Revenue Division.

- *Action Taken:* The Ministry of Finance developed, piloted and implemented a Real-Time reporting system to validate retailer transactions of exempt fuel and tobacco at the time of sale. The system electronically captures, verifies and approves sales transactions in real-time. The system is currently implemented at over 45 per cent of First Nations retail locations; these retailers make up approximately 67 per cent of the total refunds. The ministry plans to continue implementing the system at First Nations retailer locations based on communication availability, market region and sales transaction volumes.
- *Results and/or Anticipated Results:* The Real Time Validation System (RTVS) provides:
  - Improved tax-free sales reporting from on-reserve retailers;
  - Accuracy in reporting and completeness of refunds issued to on-reserve retailers;
  - Retailer reports to analyze customer sales and real-time refunds receivable;
  - Limit enforcement across all participating stores;
  - 24-hour automated phone system to verify over-limit permits;
  - Better controls and abuse prevention; and,
  - A level playing field to other retailers in the market area.

New centralized process for accounts payable

- *Economic Sector(s) or Stakeholders Impacted:* government suppliers and ministries.
- *Background:* Accounts payable processing in government was decentralized, occurring in 12 ministries. It was a manual, paper-based process with duplicate data entry. There was limited visibility on the status of an invoice until it was actually processed in government's financial system. If suppliers or funding recipients had questions about an invoice or payment, they called the ministry to which they provided the goods/services.
- *Action Taken:* The Ministry of Finance centralized the processing of accounts payable, supported by technology enhancements and improved processes. Benefits include reduction in duplicate data entry; system controls related to travel expense claims and approvals; reduction in paper files as invoice records are stored electronically; and a reduction in full time equivalents (FTE)s associated with accounts payable processing.
- *Results and/or Anticipated Results:* Benefits for suppliers/funding recipients include a single point of contact for their invoice-related inquiries and improved

information related to the status as a result of invoices being managed electronically. Finance estimates the new process will benefit 120,000 suppliers/ program payment recipients, related to about 260,000 payments and 8,500 employees who are accessing the new technology for self-service travel expense claims and invoice coding/approval.

THE MINISTRY OF SOCIAL SERVICES

The Saskatchewan Assured Income for Disability (SAID) Regulations

- *Economic Sector(s) or Stakeholders Impacted:* lower income citizens with significant and enduring disabilities.
- *Background:* Disabilities are not the central focus of welfare programs like the Saskatchewan Assistance Program (SAP), which are designed to provide individuals with last-resort protection against destitution during transitional periods of unemployment, and are primarily intended to meet the needs of a non-disabled population. Persons with severe, long-term disabilities have asked for an alternative to the welfare approach that would recognize the enduring nature of their circumstances and treat them with greater dignity, more adequately address their disability-related costs and standard of living, and offer greater support for their inclusion in communities.
- *Action Taken:* SAID, a new income support program for persons with significant and enduring disabilities. About 2,500 social assistance recipients who met these criteria moved from SAP to SAID. Clients received a distinct cheque, had less frequent reporting requirements and were not required to reconfirm their disability annually. In 2012, government confirmed its commitment to enrol up to 10,000 individuals with significant and enduring disabilities and to substantially increase benefits for the SAID program.*The Saskatchewan Assured Income for Disability Regulations* were established under *The Saskatchewan Assistance Act* and came into force on June 1, 2012, further differentiating SAID from welfare and providing greater flexibility for future enhancements to the program. The SAID regulations incorporated simpler structure and language and met current legislative drafting standards. The SAID regulations include many of the basic administrative provisions in SAP and the Transitional Employment Allowance (e.g. test of financial eligibility, application, payment of benefit, and appeal of financial eligibility) and some of the same benefit provisions (e.g. exceptional or emergency needs and supplementary health benefits) to ensure that no individual transferring from SAP to SAID will lose any benefit or service they received under SAP. The regulations also provide authority for key elements which help to keep SAID separate from SAP,

namely, the use of the disability impact assessment and a streamlined application process with a rapid reinstatement provision. Additional amendments to the SAID regulations, which came into effect in December 2012, further simplify policy language, legal concepts, and the organization of the regulations in order to improve understanding of the regulations by beneficiaries, support persons from the disability community, the public and government officials.

- *Results and/or Anticipated Results:* The new regulations allowed the Ministry of Social Services to:
  - Implement substantial benefit increases to SAID, bringing the program significantly closer to the goal of a socially acceptable income for people with disabilities;
  - Fully establish SAID as a separate income program from the traditional welfare program (SAP);
  - Establish new disability eligibility criteria and an assessment process that enabled the program to be expanded to individuals in independent living arrangements (i.e. renters, home owners); and,
  - Establish a new benefit structure that introduced a new living income benefit that consolidated component allowances (i.e. shelter, basic allowance, etc.) available under SAP into one allowance.

  As of October 31, 2012, the SAID caseload reached 8,337 cases (up 5,177 from 3,160 cases [163.8 per cent] from October 2011). Most of these cases transitioned from SAP benefits for SAID recipients increased in June 2012 by a minimum of $200 per month for singles, $230 per month for couples and $40 per month for people in residential care settings. By 2015, benefits will have increased by $350 per month for people with disabilities who are living independently, $400 per month for couples, and $100 per month for people with disabilities in residential care settings.
- *Additional Information:* Below is an excerpt from an email, dated June 2012:

> ***"I have been on the Disability Income Support Coalition (DISC) committee since it started, fighting for people like myself who live daily with a disability on SAP. I was so thrilled to hear you make the announcement about adding 7,000 more people onto SAID and giving us a $200 increase...I literally jumped out of my chair and gave my service dog Angel a big hug when I heard it. You have no idea how much this will mean for me...This will change my life totally! Now I can feel like someone cares and has really listened to my wants and needs...Being able to be on the SAID program will help me to be able to live a more healthier life...Thank you so much... for doing this for me and for others. Sincerely yours, G. Dixon"***

THE MINISTRY OF ENVIRONMENT

1-800 General Inquiries Line

- *Economic Sector(s) or Stakeholders Impacted:* citizens of Saskatchewan; visitors to Saskatchewan; small to medium-sized businesses
- *Background:* In the past, the Ministry of Environment provided clients with contact opportunities via web (email form from webpage) and telephone. The ministry's telephone service was focused on general inquiries. Clients would call the ministry, and prior to talking to an actual ministry employee, they would listen to a recorded script and choose an option. Clients could get an answer but often got voice mail or they were transferred to yet another official for a response. As a result, some clients did not get a timely response thus impacting their recreation, business or life.
- *Action Taken:* The Ministry of Environment, through its Client Service Office, has introduced a live answer 1-800 general inquiries line (North America). The line was activated March 22, 2012. Ministry clients, on first contact through the 1-800 line, have their inquiry answered immediately by our staff, or are 'warm transferred' as needed to the ministry official who has the correct information for that client. Included in this initiative was the development of a ministry knowledge base from which staff can accurately and quickly provide the answer to the inquiry on first contact or clearly see who in the ministry (or beyond the ministry) will be able to provide the best response. New technology also was critical to the success of the ministry's 1-800 General Inquiries line.
- *Results and/or Anticipated Results:* An excellent example of the efficacy of the ministry's organizational change can be seen in the supplemental moose draw made on August 28, 2012. The Client Service Office was first contact on more than 240 calls related to the draw. Prior to the ministry initiating the Client Service Office and the 1-800 service, many other staff in branches would have been receiving calls. Clients' questions may have been inconsistently answered or delayed until the staff person becomes available. To ensure a consistent and accurate message was presented to callers. The Fish and Wildlife Branch prepared questions and answers specific to the draw for Client Service Office staff to work from. 85% of the calls were resolved based on the clear direction given by the Fish and Wildlife Branch; only 32 calls were escalated. Client needs were met more effectively at first contact. Since March 2012, we have documented almost 9,000 individual contacts who have made a general inquiry of the Ministry of Environment. We are on pace for receiving 12,000 plus (8,500 in previous years). The theme of client services or citizen-centred service has been embraced by the ministry.

SASKTEL

Field Services Efficiency Program

- *Economic Sector(s) or Stakeholders Impacted:* citizens.
- *Background:* SaskTel consistently strives to balance delivering an exceptional customer experience when acquiring and maintaining services with the need for an efficient, cost-effective mode of delivery. Easy access, quick response and skilled employees delivering service from the first customer contact until the customer is fully satisfied with their service is SaskTel's goal.
- *Action Taken:* For services that require a home or business visit, SaskTel's Field Services Efficiency Program is designed to efficiently align customer need with available resources. When fully implemented in 2013, the system (software and processes) will automatically receive customer service requests from front line systems and using complex rules and algorithms, schedule the task to a field technician. The algorithms consider customer committed time and priority, available technician time, skillsets and equipment required, location and travel routes, and defined duration of tasks to provide the most cost-effective solution, reducing travel time and idle time that could occur if all technicians and tasks are not matched up as efficiently as possible. The system continually monitors the scheduled tasks and technician status and optimizes as changes occur, such as customer requested changes, technician vehicle problems or more time required by a technician.
- *Results and/or Anticipated Results:* The goal is to ensure that each customer's request is being addressed in the committed timeframe by empowering the technician with real time information and direction so they trust they are doing the most important task at the time. They also know when and where they are expected next, what work they will be expected to do and that the system and the workforce management team has set them up to deliver successfully. Results continually feed back into the system to provide near real time monitoring and reporting to allow business decisions to be made to better serve the customer. Customers are satisfied when service was delivered as promised, employees are satisfied as they were set up for a successful job and the work itself should be completed in less time as information is accurate and timely and travel is minimized.

THEME 2

EXPANDING REGULATORY TRANSPARENCY AND ACCOUNTABILITY

Regulatory accountability is a key element to having an efficient and effective regulatory environment. For example, creating regulations in an open and transparent manner helps to ensure that the regulatory environment is kept relevant through ongoing review and update. Some initiatives that the government has implemented to enhance regulatory accountability include the following:

THE MINISTRY OF EDUCATION

The Education Amendment Act, 2012

- *Economic Sector(s) or Stakeholders Impacted:* teachers, boards of education and the general public.
- *Background:* Two teacher-related boards (re: classification and certification) were combined into one board to reduce overlap in membership and issue management. The two boards had the same stakeholder groups represented on them and the issues overlapped. The legislation also encompassed the Premier's commitment to start school after Labour Day. The existing rules pertaining to copyright and tariffs were outdated. Some provisions related to taxation were also reflective of changes to the new education property tax regime. Financial reporting requirements were also outdated given the new taxation model. The existing borrowing requirements and the role of the Saskatchewan Municipal Development Board in approving capital loans by boards of education did not reflect the new property tax regime and the funding role of the ministry. Clarity was required for the tendering amounts set in the Act, which were outdated and did not reflect the amounts set out in the New West Partnership Agreement.
- *Action Taken:* The new teacher-combined Teacher Education, Certification and Classification Board will now have less overall representatives and may consider related issues at the same time. A new appeal board will also be available for teachers to raise certification appeals. New copyright rules and tariffs have been added to reflect new Canadian changes. Boards of education wishing to borrow for capital projects will now apply to the ministry. Tendering amounts will now be set in regulations so that they can be adjusted as required under trade agreements. The amounts have also been increased to reflect the New West Partnership Agreement.

- *Results and/or Anticipated Results:* The changes are anticipated to result in the following:
  - Greater efficiencies to be realized through the amalgamation of teacher classification and certification boards;
  - Greater equity for teachers to appeal certification judgments;
  - More instructional time for students which is expected to enhance student performance; and,
  - Compliance with New West Partnership Agreement obligations.

The Child Care Amendment Act, 2011

- *Economic Sector(s) or Stakeholders Impacted:* licensed child care facilities and the general public.
- *Background:* The previous legislation made reference to ***The Family Services Board from the Act***, which currently does not exist. Further to this, necessary amendments to the Act were identified in order to make possible retroactive regulations with respect to grants or subsidies.
- *Action Taken:* The legislation removed references to or responsibilities of the Family Services Board from the Act as it does not exist. Further amendments provide authority to make retroactive regulations with respect to grants or subsidies.
- *Results and/or Anticipated Results:* Ability to make retroactive regulations will mean that an Order in Council will no longer be required to authorize grants pending amendments to the regulations.

The Independent School Amendment Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* qualified independent schools, financial.
- *Background:* An action in the 2012-13 Ministry of Education's Plan is the introduction of regulations and policy for qualified independent schools in support of government's goal of strong system-wide accountability and governance. As part of the criteria to receive funding, qualified independent schools will be required to participate in the provincial accountability framework ensuring that all schools are working towards increased student achievement. A qualified independent school will be required to develop a learning improvement plan that will specify how the school plans to address any areas of concern raised by assessment data as well as detailing future educational plans for the school.
- *Action Taken:* Funding qualified independent schools will provide increased accountability in these schools with respect to qualifications of teachers, curriculum

being implemented, financial reporting, and student achievement.

- *Results and/or Anticipated Results:* It is expected that funding qualified independent schools will provide increased accountability with respect to the qualifications of teachers, curriculum being implemented, financial reporting and student achievement.

The Education Funding Amendment Regulations

- *Economic Sector(s) or Stakeholders Impacted:* qualified independent schools, financial.
- *Background:* Amendments were required to the regulations to provide the authority to fund qualified independent schools.
- *Action Taken to Reduce Regulatory Burden:* After amendments, twenty schools qualified for funding for the 2012-13 school year.
- *Results and/or Anticipated Results:* Provides the ability to fund qualified independent schools.

THE MINISTRY OF FINANCE

The Liquor Consumption Tax Act and The Revenue and Financial Services Act

- *Economic Sector(s) or Stakeholders Impacted:* hospitality and restaurant industry, any business that sells liquor.
- *Background:* The Liquor Consumption Tax (LCT) applies to all businesses selling liquor in Saskatchewan that are required to be licensed under *The Alcohol and Gaming Regulation Act*. Licensed establishments purchase alcohol tax free and collect LCT at the time of sale. These establishments are responsible for keeping records to maintain an accurate account of all the alcohol purchased, sold, spilled or given away for promotional purposes. The licensed establishments that collect LCT are required to maintain detailed records for audit verification purposes. Tax auditors often raised assessments based on inadequate record keeping or understanding of these requirements.
- *Action Taken:* The Revenue Division, in collaboration with the Regina Hotels Association, published an attachment to Information Bulletin to assist LCT collectors in understanding the record keeping requirements under the provisions of *The Liquor Consumption Tax Act* and *The Revenue and Financial Services Act*. The "Audit Information and Recordkeeping Requirements" guide provides detailed information to collectors, including:
  - What to expect during an LCT audit;
  - Description of minimum record keeping requirements; and,
  - Record keeping retention requirements.

A letter outlining the vendor's obligations, including The Liquor Consumption Tax Information Bulletin and Record keeping attachment were mailed to all liquor vendors (excluding franchise owners) on file in June 2012. This represents approximately 1,800 accounts.

- *Results and/or Anticipated Results:* This is a new change. Insufficient time has passed to compile actual audit results. An update may be available on future Regulatory Modernization Annual Reports.

THE MINISTRY OF AGRICULTURE

New Agri-Food Council Policy

- *Economic Sector(s) or Stakeholders Impacted:* agriculture producers.
- *Background:* Previously, commodity groups that sought to establish levy-funded producer groups under *The Agri-Food Act 2004*, were required to consult with their industry; however, there was no mechanism in place to guarantee that producer groups had been consulted with.
- *Action Taken:* The Policy Branch worked with agriculture producer stakeholder groups to develop a new Agri-Food Council Policy for establishing new agencies under *The Agri-Food Act 2004*. Since any potential new agency would be established through regulations, and agencies are funded by levies on sales of a particular commodity, it is critical that all impacted producers are made aware of proposals and have an opportunity to comment on them.
- *Results and/or Anticipated Results:* The new policy ensures that a notification is published in AgriView, the ministry publication sent to all farm households in Saskatchewan. The notification will indicate that a plan for a new agency has been received and that producers are invited to comment. The plan is also published on the ministry's website. This approach ensures that producers have a chance to voice any concerns they may have with the establishment of a new agency under *The Agri-Food Act, 2004*.

Changes to The Farm and Ranch Water Infrastructure Program Regulations (FRWIP)

- *Economic Sector(s) or Stakeholders Impacted:* provincial irrigation district.
- *Background:* Irrigation districts are eligible for infill funding under the Farm and Ranch Water Infrastructure Program (FRWIP); however, Saskatchewan had no irrigation construction standards for irrigation districts to follow.
- *Action Taken:* Changes to *The Farm and Ranch Water Infrastructure Program Regulations* had a significant impact on provincial irrigation districts in 2012. The

Irrigation Branch compiled and published the Saskatchewan Irrigation Design and Construction Standards anual, which enabled irrigation districts to have a reference resource available to consulting engineers when designing and supervising infill projects funded under the program.

- *Results and/or Anticipated Results:* Using the standards articulated in the manual, the projects were consistently designed to approve standards and the program payments could be quickly and efficiently approved.
- *Additional Information:* Here are some comments from clients regarding the new standards:

Ron Hust, MPE Engineering
"These standards are very similar to what we are used to in Alberta and enable us to get the projects designed and costed and it means that the district gets its money reimbursed quickly. It speeds up the projects and the payments and saves the district a lot of interest charges."

Roger Pederson, Chairman, the Saskatchewan Irrigation Projects Association (SIPA)
"We appreciate the FRWIP infill funding; it's something that SIPA has always worked for. The program works well and the districts can get their projects done without any worries about whether or not they will meet the government's design standards and get approved."

THE MINISTRY OF ENVIRONMENT

The Environmental Assessment Amendment Act

- *Economic Sector(s) or Stakeholders Impacted:* project proponents (e.g. industry, government agencies, crown corporations) and the general public.
- *Background:* Following project proposal reviews, proponent commitments and conditions of approvals were often not tracked for compliance. Improvements in conditions management were required to ensure proponents were meeting obligations to implement environmental protection measures, while encouraging development in Saskatchewan. In addition, if a project was deemed not to be a development, conditions included in the "no-development opinion" were often difficult to enforce.
- *Action Taken:* On November 7, 2012, *The Environmental Assessment Amendment Act, 2010* was proclaimed. Among other changes, the amendments provide

the opportunity to place enforceable conditions on projects determined not to meet the criteria for a development as defined in section 2(d). This is done in the ministerial determinations, as opposed to the former opinions. Stronger offence and penalty provisions were also implemented as part of the amendments.

During LEAN exercises in 2010 and 2011, commitment tracking for compliance was identified as an area where improvement was required to meet the regulatory modernization goals of the ministry. As a result, conditions management and commitment tracking for compliance was selected as one of three services for definition during Results Based Regulation-Business Transformation (RBR-BT) activities. A process map for conditions management was developed and a commitments register was designed for inclusion in environmental impact statements. This system has now also been extended to no-development determinations under the amended Act.

- *Results and/or Anticipated Results:* As a result of the amendments in *The Environmental Assessment Amendment Act, 2010*, environmental protection in the province and accountability for proponents of all projects undergoing environmental assessment review will be enhanced.

Changes developed relating to conditions management are currently being implemented for projects undergoing environmental impact assessments and will provide the public a clear understanding of proponent commitments and conditions of project approvals. Condition management of ministerial approvals has been improved by focusing on industry's commitments and obligations in environmental impact statements. This will lead to increased regulatory accountability for proponents and enhanced environmental protection.

SASKENERGY/MINISTRY OF ENVIRONMENT

Environmental Code–Results Based Regulation

- *Economic Sector(s) or Stakeholders Impacted:* industrial, commercial and residential customers of SaskEnergy and TransGas as well as gas producers who require infrastructure built to achieve their business requirements.
- *Background:* The results-based regulations will streamline regulatory processes reducing the risk of extended project schedules and reducing internal and ministry costs associated with seeking and obtaining permits for work which is well defined and governed by established standards and codes of practice.
- *Action Taken:* SaskEnergy is participating in the Environmental Code initiative led

by the Ministry of Environment in updating and/or replacing several existing acts to establish the new environmental code. Replacing prescriptive processes with higher level expectations and replacing permitting processes with compliance investigations will create opportunity for industry, landowners and stakeholders to develop appropriate plans and mitigation methods to suit specific projects and situations.

- *Results and/or Anticipated Results:* The outcome of the results-based regulation will be industry in Saskatchewan successfully achieving the intention of the regulations–protecting the natural environment, instead of being more focused on securing permits. The significant effort in some cases of securing project approvals can instead be focused on enhancing internal processes to achieve compliance with the intention of the regulations.
- *Additional Information:* The Environmental Code aligns well with processes that SaskEnergy has been implementing in recent years with the Ministry of Environment. SaskEnergy now uses several Codes of Practice to define allowable work that can proceed with straight-forward notification to the ministry instead of requiring permits. The defined scope ensures unique situations receive special attention of the ministry, but normal operating and project activities can proceed without redundant effort from the company or the ministry, knowing that expectations are being met. Given the rapid growth in the province, this streamlined governance process helps meet the needs of the increased activity across industry and residential markets in the province in an efficient and effective manner.

THEME 3

EXPANDING ONLINE TOOLS AND SOLUTIONS

The internet has revolutionized the way businesses operate and interact with government. It has allowed government to improve regulatory services by providing better access to information, making it easier to pay taxes and fees, and reducing the wait times for approvals and permits. Some initiatives that government has implemented to further expand online regulatory tools and solutions include the following:

THE MINISTRY GOVERNMENT RELATIONS

Voter identification regulations and requirements for local elections

- *Economic Sector(s) or Stakeholders Impacted:* citizens, municipalities.
- *Background:* In March 2012, amendments to *The Local Government Election Act* and associated regulations came into effect introducing new requirements for voter identification (ID) for municipal elections similar to those in place for federal and provincial elections. The requirements for voters to show, and for local election officials to request, acceptable photo or non-photo ID as defined in the regulations, were in place for the 2012 general municipal elections in all Saskatchewan municipalities.
- *Action Taken:* The Ministry of Government Relations created a special section of their website dedicated to voter ID to help voters understand and be aware of the types of ID that would be acceptable and to help local election officials understand and communicate the new requirements. The section contained lists of acceptable types of photo and non-photo ID as well as communications resources such as posters and utility mail outs for municipalities, returning officers and individuals to download and distribute.
- *Results and/or Anticipated Results:* A variety of municipal election websites including those for the City of Regina, Town of Warman and Village of Vibank linked or redirected residents to the ministry's webpage for voter ID information while other communities including Saskatoon, Prince Albert, Shaunavon and Balgonie referenced or utilized information from the Ministry of Government Relation's Voter ID site in their communication and resource materials.

Updates and additions to the Municipal Information Data portal (MID)

- *Economic Sector(s) or Stakeholders Impacted:* municipalities, business community, government and the public.
- *Background:* The Ministry of Government Relations and other ministries that support or regulate municipalities do not have the information to effectively analyze municipal capacity and sustainability. Municipal data is scattered across numerous ministries and contained in a variety of databases, electronic files and paper files that are unavailable for analysis. The development of provincial programs is often hampered by incomplete or missing information. MID is continually improved to support government's business needs in respect of municipalities.
- *Action Taken:* The MID continues to be updated. New additions for 2012 include:
  - Addition of 2010 municipal financial data to SaskMuniMaps;
  - Development of maps showing municipal population changes for the 2011 census;
  - Adding the 2011 Mill Rate Survey results for all property taxing authorities;
  - Quarterly updates of average water and sewer costs for Saskatchewan municipalities;
  - Expanded information in the online Sustainability Tool Kit. This was provided to support municipalities that have used the Municipal Government Sustainability Self-Assessment Tool;
  - Addition of the Tax Tools Guide for Municipalities and the Review of Municipal Property Tax Tools report; and,
  - Various links to websites of information related to asset management.
- *Results and/or Anticipated Results:* The MID portal provides better access to municipal information that supports government's needs and decision-making with respect to municipalities.
- *Additional Information:* The MID website can be accessed at: http://www.municipal.gov.sk.ca/MID.

The Planning Handbook (Companion document to The Statements of Provincial Interest Regulations)

- *Economic Sector(s) or Stakeholders Impacted:* municipalities, land developers, professional community planners.
- *Background:* During the preparation of ***The Statements of Provincial Interest Regulations*** (SPI), municipal stakeholders identified the need for a companion document to explain the intent of the SPI and provide suggestions for implementation.

- *Action Taken:* To assist municipalities, developers and professional community planners in applying SPI, the Ministry of Government Relations collaborated with provincial ministries and agencies to prepare the Planning Handbook.
- *Results and/or Anticipated Results:* The Planning Handbook provides background on the role of the SPI in the planning framework, information on general land use planning concepts, and detailed information about each of the interest statements. The information provided for each interest statement represents advice the Ministry of Government Relations typically gives to municipalities, developers, professional community planners or other stakeholders. Each interest section also contains a table referencing relevant legislation, regulation, policy, government resource and government contacts related to each interest.

  This document will be reviewed and updated on an annual basis. The most recent version is posted on the Ministry of Government Relations website at: http://www.municipal.gov.sk.ca/spihandbook

THE MINISTRY OF SOCIAL SERVICES

New process for making address changes in Transitional Employment Allowance (TEA), Child Care Subsidy (CSS) and Community Living Respite programs

- *Economic Sector(s) or Stakeholders Impacted:* citizens.
- *Background:* The Citizen-Centred Service Initiative, Income Assistance Service Delivery Final Report identified that many clients wished to communicate with the ministry beyond the traditional methods of face-to-face, in writing, or by telephone.
- *Action Taken:* In August 2012, the ministry began the use of the internet-based Express Address service (www.expressaddress.com).
- *Results and/or Anticipated Results:* Clients of the Transitional Employment Allowance, Child Care Subsidy, and the Community Living Family Respite programs are provided an additional and convenient method of notifying the ministry of address changes. The change eliminates the need for clients to submit a paper copy of the move form for the Transitional Employment Allowance program and eliminates the need for a phone call or other means of notification for the other programs.

THE MINISTRY OF AGRICULTURE

Amendments to The Pest Control Products Regulations

- *Economic Sector(s) or Stakeholders Impacted:* agricultural producers.
- *Background:* Online paying option for vendor licences was not available.
- *Action Taken:* Amendments to T*he Pest Control Products Regulations* have allowed clients to have the option of paying for vendor licences online. The service was first offered as a pilot project in 2010, and had such positive feedback that it has been fully implemented by the Crops Branch in 2012.
- *Results and/or Anticipated Results:* To date, 50 per cent of all vendor licences are paid online, reducing processing times from five days to two days. For the client this reduces the amount of time spent on submitting applications and fees. Feedback from clients has been extremely positive.

Use of Webinars to teach and train Ministry of Agriculture clients

- *Economic Sector(s) or Stakeholders Impacted:* agricultural producers and ranchers.
- *Background:* Sourcing additional methods of providing information and training to ministry clients.
- *Action Taken:* Regional Services Branch has piloted the use of webinar technology to deliver agricultural production and management information to ministry clients. The branch piloted the use of webinars to deliver presentations in the spring of 2012. "Go To Webinar" software was used to deliver presentations on a variety of topics.
- *Results and/or Anticipated Results:* The result was extremely positive. Approximately 30 producers and other members of the agriculture industry participated in each webinar and more webinars are planned for the winter extension season.
- *Additional Information:* This comment was sent in by a cattle producer after taking part in a cattle marketing webinar, attended by 55 people on August 22, 2012:

> ***"Well done! The presenter was, as always, a very informative and approachable analyst. It is encouraging to see that we have this caliber of expertise speak to producers more frequently (and during critical marketing time periods) in this convenient and accessible medium..."***

THE MINISTRY OF ENVIRONMENT

Forestry Scaling Information Management System

- *Economic Sector(s) or Stakeholders Impacted:* forest sector.
- *Background:* The electronic submission of wood measurement data was initiated by the Ministry of Environment in 1999. Several company specific MS Access databases were developed to capture wood measurement data from each of the companies. The databases have grown in size and complexity to address specific user needs, and no longer allow for efficient analysis of the data.
- *Action Taken:* An opportunity exists to develop an interactive web -based system both industry and government can use to centralize the collection, calculation and reporting of wood measurement information. A business case was developed with input from industry. The business case was approved under the Results-Based Regulatory initiative and an initial project team has been established.
- *Results and/or Anticipated Results:* The anticipated outcomes will include, but are not limited to:
  - An interactive web-based system that both industry and government can use to centralize the collection, calculation and reporting of wood measurement information;
  - Reduced scaling costs for industry;
  - Reduced manual data entry;
  - Reduced cycle time for approving scaling plans;
  - Timely volume and revenue reconciliations for industry and government;
  - Real time analysis of conversions and dues and fees payable ensuring timely and accurate financial accounting for industry and government;
  - Reduction in staff time required to administer scaling processes;
  - Aligns with the Business Transformation, Results Based Reform and LEAN initiatives;
  - Estimated 75 per cent reduction in time required to complete timber volumes and revenue reconciliations; and,
  - Estimated 50 per cent reduction in time spent administering the various scaling processes.

The Environmental Assessment Act and Results Based Regulation–Business Transformation (RBR BT)

- *Economic Sector(s) or Stakeholders Impacted:* industry, general public, First Nations and Métis groups.

- *Background:* In the past, many environmental assessment policies and practices were not formalized and guidance to proponents regarding *The Environmental Assessment Act* and preparation of focused technical proposals was not available. This led to frequent delays, an unpredictable environmental assessment process for proponents, and wide variability in the types of projects submitted for review (e.g., low risk versus high risk) and the content and quality of proposals received. Once a technical proposal was submitted, information related to the status of project reviews was not readily available to proponents, which created uncertainty for proponent timelines.
- *Action Taken:* Over the past two years, Environmental Assessment Branch staff have been actively engaged in the development of the online application tool. The environmental assessment application is now nearing completion and will be one of the first online tools available for use by the public, which is expected to be released in early 2013. The Environmental Assessment Branch website has also been redesigned to provide a more accessible and easily navigated portal, providing information regarding environmental assessment in Saskatchewan and a variety of further guidance documents.
- *Results and/or Anticipated Results:* Once implemented, the online application tool will improve transparency for proponents so that the status of project reviews can be monitored and viewed. Recently produced policies and guidance documents have been added to the website to provide clear guidance to proponents and contribute to a consistent and transparent environmental assessment process.

THE MINISTRY OF PARKS, CULTURE AND SPORT

The Heritage Property Act Impact Assessment

- *Economic Sector(s) or Stakeholders Impacted:* the land and resource development sector (industry, private and public sector developers); housing sector, archaeological consultants.
- *Background:* The heritage review process screens and assesses proposed land and resource development projects to determine if there is a potential impact on heritage resources, and if actions are required to identify, avoid or reduce adverse impacts. Currently the majority of the development proposals are submitted to the heritage office by fax, creating paperwork that needs to be entered into a database and tracked. To allow for on-line submission of proposals, and to streamline the review process, the digital submission of proposals is required. Similarly, heritage site data was, until recently, submitted on paper, requiring data entry and increasing the risk of errors in the data. As well, until recently, heritage reviews

were conducted using reference to paper maps showing known site distributions, a process which takes substantially longer than reviewing projects in a digital environment.

- *Action Taken:* A LEAN exercise was conducted in 2011 to make the heritage review process more efficient. A number of steps were identified including a digital submission process for development proposals, converting reviews from paper maps to a digital environment, and reviewing and upgrading criteria for development referral submission. Another recent improvement has been to convert the archaeological site record form from paper format to a digital format. In the current digital format, the reported site record form can be imported directly into the site database without data entry.
- *Results and/or Anticipated Results:* As envisioned, the future Land Development Review Process will have an average referral processing time of between 4.5 and 12.7 days, a significant improvement over the current state where the average processing time is between 8.3 and 21.7 days. The electronic site form has resulted in a reduction of time required to process site forms, which in turn means a reduction of time required for staff to input information and a quicker turn around time for consultants preparing impact assessment reports. Ultimately, this reduces the time a developer will require for project clearance. The Land Developer's Online Screening Tool continues to be used by land and resource developers to self-screen for heritage concerns, reducing the need to review many projects. More than 50 per cent of the southern half of the province has been screened as not heritage sensitive. By using the tool, developers are able to proceed with developments in non-sensitive areas without a review by the Heritage Conservation Branch, reducing the need for further paperwork and time waiting to have projects reviewed. This also reduces the number of projects that have to be reviewed by staff, meaning that reviews are focused on projects where there is actually potential to impact heritage resources.

Saskatchewan Provincial Parks Reservation System

- *Economic Sector(s) or Stakeholders Impacted:* Saskatchewan citizens and visitors.
- *Background:* The reservation system was manually operated and those using it could wait up to three months for a confirmed reservation. As a result, users frequently complained that they found the reservation system outdated and frustrating. Further, demand for online reservations was increasing and the Parks Service's ability to respond to this demand with this manual system was being stretched. It was determined that there was significant benefit in converting from the manual system to a centralized, fully-integrated multi-channel campground

management system that utilizes web-based technologies to process reservations and payments (both electronically and in-person), similar to what is in place in most other provincial jurisdictions.

- *Action Taken:* In 2010-11, the ministry engaged in a LEAN initiative with the goal of improving the reservation experience for campers. As an output of the LEAN initiative, the ministry contracted with a service provider to a launch a new web-based campsite reservation service for provincial parks in 2012. This new service provides a faster, more efficient automated system for our residents and tourists to book a campsite.
- *Results and/or Anticipated Results:* Response times have improved from 21 days in 2010 to almost instant confirmation in 2012. Preliminary results suggest from a survey of provincial park campers that satisfaction with the reservation process has improved from 54 per cent (old process, 2008) to 74 per cent (2012).
- *Additional Information:* In 2012, Parks, Culture and Sport implemented a real-time on-line reservation system. Although some technical problems were experienced on opening day, resulting in delays and frustrated customers, overall the new service was well received and utilized extensively by park visitors. Campers are now able to select the campsite of their choice, view availability and make and confirm a reservation on-line or through the customer service centre. In 2012, reservations more than doubled over 2011 to 60,000, with reservations now accounting for 90 per cent of all regular camping. Additional program enhancements are planned for 2013.

Community Rink Affordability Grant (CRAG)

- *Economic Sector(s) or Stakeholders Impacted:* sport and recreation, municipalities.
- *Background:* How to best deliver the 2011 campaign commitment of providing indoor community rinks with a $2,500 grant to assist with operating costs and small capital upgrades, and minimize administration costs.
- *Action Taken:* The ministry contracted Saskatchewan Parks and Recreation Association (SPRA) through an agreement to administer the CRAG on behalf of the Government of Saskatchewan. There was an initial set up cost for the on-line registration portal ($20K) and an administration cost ($20K) to deliver the first year of grants. The cost of administering and technology monitoring and upgrades will be reduced in the subsequent two years ($19K). The ministry worked with SPRA to develop a simple one-page on-line registration document. There have been limited issues with the system. SPRA has set up a help desk to assist communities with the registration process.

- *Results and/or Anticipated Results:* Moving the registration process and the cheque issuing to a third party has created a stronger relationship with SPRA and has not led to any FTE pressures in the ministry to deliver this campaign commitment. SPRA field staff has been involved in spot checks across the province to assure that rinks are operating and are eligible for the grant. Reporting to the ministry is done on a regular basis with list of grant recipients being provided, as well as issue/status reports. There has been a great deal of uptake in the program to date (Nov 15/12) with 584 ice surfaces registered for a total of $1.46M invested in these recreational facilities which increase physical activity and improve our quality of life.

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY (SLGA)

Internal Policy and Regulation-Store1 System

- *Economic Sector(s) or Stakeholders Impacted:* liquor vendors.
- *Background:* An SLGA LEAN project began in December 2010 to address errors occurring in the ordering and receiving of beer by SLGA retail stores and the extra work those errors created in reconciling the beer invoices. The project team began monitoring the beer ordering and receiving process and found that a large majority of errors were due to incorrect information being entered into the computer system that all liquor stores use to record beer orders, shipments and cash receipts. The remaining issues were due to receiving errors.
- *Action Taken:* The LEAN project team began a lengthy and detailed process of drafting and implementing a number of improvements for the computer system. The changes included:
  - Having Brewers Distributors (a wholesale beer distributor) email their invoices directly to stores to shorten the timeframe for stores to verify their orders;
  - Standardizing the notification of beer order errors to the supplier by using a template to report errors and faxing the report to suppliers;
  - Designing a new invoice form to address return freight charges ensuring that the supplier is paying for the freight resulting from their errors; and,
  - Simplifying data entry fields to assist staff in ensuring correct information is entered in the system when receiving beer orders.
- *Results and/or Anticipated Results:* From December 2011 to June 2012, there was a 78 per cent decrease in the volume of reconciliations (which involves ensuring that the invoice provided by the beer supplier matches with the records for beer received at the store level).

INFORMATION SERVICES CORPORATION (ISC)

Improvements to the Business Portal Program

- *Economic Sector(s) or Stakeholders Impacted:* all businesses.
- *Background:* In 2010, ISC was given the mandate to develop the Business Portal, a single online channel for business customers to access government services, using a phased approach and by working collaboratively with ministries, Crown corporations, municipalities and other agencies.

  In May of 2011, ISC launched the initial foundation for the Business Portal, Business Registrations Saskatchewan. This service allows new businesses to register simultaneously with the Corporate Registry, Workers' Compensation Board and the taxation area of the Ministry of Finance from the new site.
- *Action Taken:* ISC continued to evolve the Business Registrations Saskatchewan site as part of the ongoing Business Portal program by integrating and automating the registration for a Canada Revenue Agency business number for all new business corporations registering in the province beginning in April 2012. The expansion of the Canada Revenue Agency Business Number Initiative is consistent with the further development of ISC's Business Portal, and ISC is the provincial partner with the Canada Revenue Agency responsible for managing the Canada Revenue Agency Business Number Program for Saskatchewan.
- *Results and/or Anticipated Results:* The work completed in 2012 lays the foundation for the adoption of the Canada Revenue Agency's Business Number as a common unique identifier for businesses interacting with government, providing customers with convenience by enabling information to be safely and securely shared with other government agencies who are partners, and reducing the need to re enter information multiple times.

New tools for the survey plan submission and approval

- *Economic Sector(s) or Stakeholders Impacted:* land and resourced-based business.
- *Background:* ISC began work in mid-2012 to modernize the survey plan submission and approval process.
- *Action Taken:* The proposed solution includes a web-based digital survey plan examination system meant to enhance customer service by expediting filing and approval of plans, reduce rejections and eliminate paper forms.

- *Results and/or Anticipated Results:* Through Geo-referencing, ISC will improve the positional accuracy of the provincial cadastral, showing the subdivision of surface land in the province.

GEOSASK Website

- *Economic Sector(s) or Stakeholders Impacted:* oil, gas and mining.
- *Background:* In 2008, GeoSask was created as a collaborative effort with the ISC and the Government of Saskatchewan to facilitate the publishing of Saskatchewan geographic information system (GIS) information and maps. GeoSask is accessible to executive government, businesses, and the general public.
- *Action Taken:* ISC continues to expand the types of maps and geographic information data available in this easy-to-use website, featuring free GIS data available from participating Government of Saskatchewan ministries, Crowns and agencies.
- *Results and/or Anticipated Results:* Oil, gas and other resource-based companies, and public organizations benefit from the easy access to geographically-based data from a single comprehensive source.

The Land Registry Online Submission

- *Economic Sector(s) or Stakeholders Impacted:* all businesses/customers.
- *Background:* The Land Registry's Online Submission (OLS) is a highly effective and interactive alternative to the forms-based method of submitting applications to ISC. OLS is available to anyone with an ISC account and provides customers with efficiencies by reducing the amount of data entry, validating information prior to submission and managing personal workflows.
- *Action Taken:* OLS incorporates all land transactions, except for condominium title set-ups, and continues to introduce system enhancements designed to increase the ease of use for customers.
- *Results and/or Anticipated Results:* Customers who use OLS are much less likely to have their application rejected because information is validated prior to submission. Condominium title set-ups will be added to OLS in 2013.

THE MINISTRY OF THE ECONOMY

The Tenure Registry Regulations: Mineral Administration Registry Saskatchewan (MARS)

- *Economic Sector(s) or Stakeholders Impacted:* mining industry.
- *Background:* Prior to December 2012, the Ministry of the Economy relied on ministry-based paper administration systems to issue and administer mineral dispositions for commodities such as uranium, base metals, precious metals and diamonds. Clients were also required to undertake costly ground staking of mineral dispositions in northern Saskatchewan in order to apply for a disposition. This method of administering dispositions was prone to delays as well as disputes over priority of applications and the location of disposition boundaries.
- *Action Taken:* On December 6, 2012, the Ministry of Economy implemented the new MARS system to modernize the process for issuing and administering mineral permits, claims and leases. The system uses state-of-the-art geographic information systems which allow clients to carry out business on-line. This system is comparable to other web-based disposition registry operating in other provinces. The system was developed based on extensive consultations with the mining industry. New regulations governing the operation of the new registry were approved in November 2012.
- *Results and/or Anticipated Results:* It is anticipated that the MARS system will:
  - Reduce the cost to industry for acquiring mineral dispositions;
  - Allow industry to re-direct spending on claim acquisition to actual mineral exploration;
  - Provide 24/7 industry self-service for carrying out activities such as transfers, divisions and work reporting;
  - Enable all communications, including legal notices to be delivered via the internet;
  - Improve industry access to information on the status of their mineral dispositions and the availability of mineral lands; and,
  - Reduce the time necessary to issue new dispositions from weeks/months to days.

THEME 4
REGULATORY STREAMLINING

In an increasingly globalized marketplace, Saskatchewan businesses operate across domestic, national and international borders in an ever growing frequency. Regulations that are out-of-step with other jurisdictions can be frustrating to businesses who must comply with multiple sets of regulations. The Government of Saskatchewan is working to streamline regulations with other jurisdictions in order to facilitate the movement of goods and services across borders with fewer burdens to the provider or consumer. The following initiatives have been implemented to increase regulatory harmonization to facilitate the flow of goods and services across the province and into neighbouring markets.

INFORMATION SERVICES CORPORATION (ISC)

Improvements to the Business Portal Program (Extra Provincial Registration)

- *Economic Sector(s) or Stakeholders Impacted:* all businesses.
- *Background:* Prior to this year, Saskatchewan corporations wishing to register their corporations in another Canadian province (extra-provincial) member of the New West Partnership Agreement (Alberta and British Columbia), had to register the business separately through each of the other province's business registration system.
- *Action Taken:* In July 2012, the option to register as an extra-provincial corporation in British Columbia and Alberta through the New West Partnership Agreement was added to the Business Registrations Saskatchewan site.
- *Results and/or Anticipated Results:* Changes were introduced to the corporate registries of Saskatchewan, Alberta and British Columbia that streamline business registration and maintenance filings across the three provinces. These changes impacted business corporations seeking to do business extra-provincially. Legislative and regulatory amendments were required to facilitate process changes. This will extend to limited partnerships, limited liability partnerships and co-operatives by July 1, 2013.

Improvements to the Land Registry's fractional ownership of minerals regulations

- *Economic Sector(s) or Stakeholders Impacted:* oil, gas and mining.
- *Background:* In response to concerns of the resource sector, the Land Registry introduced a restriction on fractional ownership of minerals to limit the number of landowners for which consent must be obtained before land can be developed.
- *Action Taken:* Regulations now provide that a mineral title cannot be split beyond a 1/20 tenant in common share of the title. When a resource company wants to develop minerals, they have to obtain the consent of each mineral owner.
- *Results and/or Anticipated Results:* The introduction of restrictions on fractional ownership of minerals promotes development of mineral resources in Saskatchewan.

SASKPOWER

The Electrical Inspections Act and Regulations-E-6.3 Reg 14-The Canadian Electrical Code (Adoption)

- *Economic Sector(s) or Stakeholders Impacted:* electrical contractor firms, homebuilders, home owners and electricians.
- *Background:* Labour mobility is negatively impacted when the versions of the *Canadian Electrical Code* that are currently in force differ from jurisdiction to jurisdiction. By having the most current version of the *Canadian Electrical Code* in force in Saskatchewan, labour mobility is maximized and the opportunities for journeyman electricians to come to Saskatchewan to practice their trade are enhanced.
- *Action Taken:* SaskPower Electrical Inspections worked with the SaskPower Law Department and the Legislative Drafting Branch in the Ministry of Justice to update the regulations to adopt the most current version of the *Canadian Electrical Code*.
- *Results and/or Anticipated Results:* The adoption of the most current version of the *Canadian Electrical Code* should make it easier for journeyed electricians to come to Saskatchewan to work. Having a non-current version of the *Canadian Electrical Code* in force would act as a barrier to tradespeople from other provinces seeking work in Saskatchewan. Attracting skilled tradespeople to come to Saskatchewan is critical if the province is to continue to enjoy economic growth.

THE MINISTRY OF EDUCATION

The Education Amendment Act, 2012

- *Economic Sector(s) or Stakeholders Impacted:* **parents and school boards.**
- *Background:*
  - The current Act requires parents and boards of education to apply to the minister for boundary changes when a student wishes to attend a school in a neighboring school division. This entails the parents having to canvass neighbors for land descriptions and their approval, boards to pass resolutions to amend boundaries and the ministry to prepare Minister Orders. It was a long and involved process.
  - The Act was also not clear as to who is entitled to receive free educational services.
  - The current definition of "school" also required boards of education to have a principal for distance education schools even if they were contained in a larger school with an existing principal.
  - There was also duplication of the submission of returns as municipal legislation already addressed this requirement.
  - The Act also did not allow boards of education to have more than one member at large in subdivisions of a municipality which restricted some school divisions from having better representation by population.
- *Action Taken:* Some changes included in, *The Education Amendment Act, 2012* are:
  - For students residing within five kilometers of a neighbouring school division, a Minister's Order may not be required for the school division to accept the new student;
  - Greater clarity was set out to identify who is entitled to free primary or secondary education in the province (Canadian citizen/permanent resident, temporary work or post-secondary education permits, refugees and reciprocal exchange students);
  - The requirement to have a separate principal for every school such as virtual schools was eliminated from the definition of "school"; and,
  - Property classes will now be set out in regulations.
- *Results and/or Anticipated Results:* *The Amendments to The Education Act, 1995*, came into effect January 1, 2013. Results are expected to be positive.

The Education Amendment Regulations, 2012: are the supporting regulations and are expected to receive Cabinet approval in December, 2012.

- *Economic Sector(s) or Stakeholders Impacted:* teachers, students, parents and contractors.
- *Background:* The current legislation was very prescriptive of the school year and the details around the school year were shifted to the regulations so that they can be modified more easily in the future. Boards of education would have to come to the ministry for approval of any alternatives to the prescribed school calendar. Tuition fees were calculated by boards in different ways as there was no clear methodology. The tendering amounts were set in the Act and were difficult to adjust to reflect new trade agreements. They were also quite low and not consistent with the trade agreements.
- *Action Taken:* The amendments focused on four areas:
  - The new school year requirements;
  - Tendering and sale amounts;
  - The new Teacher Education, Certification and Classification Board; and,
  - Tuition fee calculations.

  Tendering amounts are now set in the new regulations to reflect trade agreements. Greater clarity was provided on the methodology for determining tuition rates to assist boards of education and provide greater consistency among school divisions. The new school year calendar rules grant greater flexibility to boards of education in terms of setting alternative school days and years. Boards of education will also set their own spring vacation rather than the previous prescribed date of always following Easter. Boards of education are now required to ensure a minimum level of instruction time during the year (950 hours) as they were not consistent in the past and the time was being eroded.
- *Results and/or Anticipated Results:* The ability to make retroactive regulations will mean that an Order in Council will no longer be required to authorize grants pending amendments to the regulations.

The Board of Education Public Accounts Regulations: these regulations will be proposed for repeal effective January 1, 2013.

- *Economic Sector(s) or Stakeholders Impacted:* boards of education.
- *Background:* These regulations are no longer required as boards of education will submit their public accounts in accordance with *The Tabling of Documents Act*. This change comes into effect January 1, 2013, when *The Education Amendment Act, 2012* is proclaimed.

- *Action Taken:* These regulations will be repealed as they are no longer required as boards of education now submit their public accounts in accordance with *The Tabling of Documents Act.*
- *Results and/or Anticipated Results:* The repeal of regulations that are no longer required.

The Child Care Amendment Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* licensed child care facilities, general public.
- *Background:* Amendments to the regulations include: the storage of emergency medications; respecting confidentiality and the financial record information pertaining to the payment of fees by parents that can be shared; increases to Early Childhood Services (ECS) Grants intended to aid in the recruitment and retention of qualified caregivers in child care centres; addition of a community to tier two; and revisions to adjust descriptions to reflect population changes in communities.
- *Action Taken:* The regulations were amended to provide safe storage of medication and address confidentiality and privacy concerns related to financial obligations on parents/guardians.
- *Results and/or Anticipated Results:* A reduction in privacy issues related to financial obligations of parents/guardians is anticipated.

THE MINISTRY OF LABOUR RELATIONS AND WORKPLACE SAFETY

Occupational Health and Safety Regulation, Part XXII (22)–Controlled Products–Workplace Hazardous Materials Information System (WHMIS)

- *Economic Sector(s) or Stakeholders Impacted:* employers and workers, particularly those who work in multiple jurisdictions. This impacts all workplace sectors that use hazardous workplace products (chemicals, etc.).
- *Background:* Health Canada and all Canadian occupational health and safety jurisdictions are required to amend legislation related to the Workplace Hazardous Materials Information System (WHMIS), to address the Global Harmonization Process.
- *Action Taken:* Occupational Health and Safety (OHS) jurisdictions are preparing a common model of the changes required in their OHS legislation. Each jurisdiction will then use the model in their respective processes for consultation, review and adoption.
- *Results and/or Anticipated Results:* Achieves greater efficiency, and consistency

between jurisdictions. It also ensures amendments to the WHMIS employer requirements appropriately reflect the corresponding amendments to federal WHMIS supplier requirements.

OIL & GAS-Part XXIX (29)–Oil & Gas-of the Occupational Health and Safety Regulations, 1996

- *Economic Sector(s) or Stakeholders Impacted:* mineral development–upstream petroleum and natural gas exploration as well as servicing and production facilities.
- *Background:* The differences in the oil and gas regulations between western provinces created difficulties for companies in working in multiple jurisdictions.
- *Action Taken:* Under the New West Partnership Agreement, talks are ongoing with western provinces to standardize and align OHS oil and gas regulations where possible.
- *Results and/or Anticipated Results:* Work is in progress. Quad province review document created and distributed to provinces. Issue has been sent to industry stakeholders for input. Saskatchewan (LRWS – OHS Division) will review outcomes and integrate into the regulatory review process taking place in 2013-2014.

THE MINISTRY OF AGRICULTURE

Changes to the Irrigation Drainage Approval Process

- *Economic Sector(s) or Stakeholders Impacted:* irrigation districts.
- *Background:* Irrigation Branch has worked with irrigation districts to resolve drainage issues that have arisen out of two very wet years. Irrigation certificates could not be issued to irrigation districts for some parcels of land without proper drainage first being done.
- *Action Taken:* The Irrigation Branch, in collaboration with The Saskatchewan Watershed Authority (now the Water Security Agency), prepared an Irrigation Drainage Approval Process within irrigation districts. The process outlined all of the steps involved in acquiring approval for drainage work.
- *Results and/or Anticipated Results:* The new process has enabled irrigation districts to hire consultant engineers to design and supervise the construction of drainage projects on infill acres.
- *Additional Information:* The following comments were provided by clients:

Ron Hust, MPE Engineering
"We quickly realized that Luck Lake and Riverhurst needed to get some district

drains done before they could service some of their infill acres. We talked with the Ministry and they gave us the process for the districts to follow and we're getting the work done."

Roy King, Chairman, Luck Lake Irrigation District
"We want to add every possible acre to our district infrastructure and some acres couldn't get their certificates without drainage. Drainage can be very touchy. We didn't know how to go about getting this approved until the Sask Ag guys talked with SWA and gave us a process. We're now constructing some drains so we can get our infill serviced."

THE MINISTRY OF HIGHWAYS AND INFRASTRUCTURE

The Security of Load and Trip Inspection Regulations

- *Economic Sector(s) or Stakeholders Impacted:* transportation.
- *Background:* The existing regulation is difficult to follow and requires downloading or printing two separate sets of regulations, one of which may not be applicable. *The Security of Load Regulations* is out of date and had not been amended to reflect changes at the national level. This presented a barrier for interprovincial movement.

  The Security of Load Regulations is being updated to support the New West Partnership Agreement by including a specific allowance for farmers hauling bales. *The Trip Inspection Regulations* also requires an update to reflect changes at the national level.
- *Action Taken:* The regulations are being amended to support harmonization at the regional and national levels.

  The Security of Loads and Trip Inspection Regulations are being separated into two stand alone regulations to simplify use and understanding. *The Security of Load Regulations* is being updated to support the New West Partnership Agreement by including a specific allowance for farmers hauling bales. Inspection schedules for motor coaches have been in the national standard for a few years and are being added to the provincial regulation. Changes to the national standard have also been made to allow for a carrier to customize their inspection schedules to contain only those items that are relevant to their operations. *The Trip Inspection Regulations* is being updated to increase the weight threshold for which the regulation applies

to support the New West Partnership Agreement. The current weight is 4,500 kg and is being increased to 11,794 kg. Changes to the regulation include an allowance to use electronic devices to document inspections instead of having to use paper records. Industry has asked for the allowance to use electronic devices to record inspection reports simplifying their operations and reducing paper.

- *Results and/or Anticipated Results:* The changes, when they come into effect, will support harmonization thereby reducing regulatory burden and removing barriers for interprovincial movement. The changes are positive for industry and are supported by the provincial trucking association.

THE MINISTRY OF GOVERNMENT RELATIONS

The Uniform Building and Accessibility Standards Act (UBAS)

- *Economic Sector(s) or Stakeholders Impacted:* municipalities.
- *Background:* ***The Uniform Building and Accessibility Standards Act (UBAS)*** had provisions that were too onerous on rural municipalities and provided no similar provision for urban municipalities; rural municipalities could apply for a regulatory amendment that would allow them to impose building standards on farm buildings, but the process was onerous, and no similar provision was in place for urban municipalities.
- *Action Taken:* ***The UBAS Act*** was amended and in force on July 1, 2012, with new provisions that allow all municipalities the opportunity to apply building standards to farm buildings without regulatory amendment.
- *Results and/or Anticipated Results:* Municipalities can now apply building standards to farm buildings in their building bylaw, with ministerial approval.
- *Additional Information:* Since 1990, 20 rural municipalities have applied for the regulatory amendment.

Repeal of six obsolete and redundant municipal statutes

- *Economic Sector(s) or Stakeholders Impacted:* municipalities.
- *Background:* The Ministry of Government Relations is responsible for over forty separate statutes relating to public safety, First Nations and Métis relations and municipal affairs, with municipal related statutes comprising over three-quarters of the ministry's legislation. Several pieces of municipal legislation had not been opened or amended for decades.
- *Action Taken:* The Ministry of Government Relations reviewed six statutes over 2011-12, to see if their purpose/provisions remain valid and required, toward

repealing the Acts outright or incorporating any relevant provisions into other municipal or other appropriate legislation. These statutes are:

- *The Municipality Improvements Assistance (Saskatchewan) Act;*
- *The Municipal Development and Loan (Saskatchewan) Act;*
- *The Municipal Debentures Repayment Act;*
- *The Municipal Industrial Development Corporations Act;*
- *The Cut Knife Reference Act;* and,
- *The Subdivisions Act.*

The Ministry of Government Relations consulted with several other ministries and agencies including the ministries of Justice and Finance, the Saskatchewan Municipal Board (SMB), Information Services Corporation (ISC), SaskPower (SPC) and the Municipal Financing Corporation (MFC), as well as with the municipal sector and concluded that all six are obsolete or redundant, and can be repealed.

In some cases, the statutes were enacted to implement federal statutes and programs that ended some time ago and the federal statutes were subsequently repealed. In other cases, the broader authority granted to municipalities under *The Cities Act, The Municipalities Act and The Northern Municipalities Act, 2010*, have made these statutes obsolete, redundant and inconsistent, and the statutes have not been used or required for decades.

The ministry worked with the Ministry of Justice to include these statutes in Bill No. 53, *The Miscellaneous Statutes Repeal Act, 2012 (No. 2)*, which was introduced and had second reading in the fall 2012 legislative session.

- *Results and/or Anticipated Results:* Repealing the Acts will simplify and streamline the legislation for which the ministry is responsible, consistent with government's regulatory modernization efforts, and prevent any perception the legislation and any programs they relate to are still in effect. Repealing the statutes will also avoid public or municipal sector misunderstandings or expectations that the Acts or programs they relate to are still active or in effect when in some cases they were enacted to implement provisions of federal programs and legislation that have since been repealed.

The Subdivision Regulations

- *Economic Sector(s) or Stakeholders Impacted:* land surveyors, developers and municipalities.
- *Background:* The Ministry of Government Relations is working to update regulatory provisions in *The Subdivision Regulations* to ensure consistency with *The Planning*

and Development Act, 2007 and *The Statements of Provincial Interest Regulations.* The Ministry of Government Relations identified the need to clarify a number of provisions so that applications may be submitted on-line in a complete and accurate form, which will reduce processing delays.

- *Action Taken:* The ministry is working with stakeholders to clarify regulatory provisions related to land being subdivided, fees for service, plan content, document submission requirements and requirements in subdivisions not governed by a zoning bylaw.
- *Results and/or Anticipated Results:* The Ministry of Government Relations is awaiting approval to proceed with final consultations based on a decision on fee structure. Since the regulations are largely technical in nature, there has been little concern expressed by stakeholders to current proposals.

THE MINISTRY OF ENVIRONMENT

The Environmental Assessment Act, Policies and Guidance records - LEAN approach

- *Economic Sector(s) or Stakeholders Impacted:* industry, general public, First Nations and Métis groups.
- *Background:* In the past, many environmental assessment policies and practices were not formalized. This potentially led to inconsistencies in the project review process and the application of *The Environmental Assessment Act*. Large numbers of low risk proposals were submitted to the Environmental Assessment Branch for review, straining the resources required to conduct an efficient environmental assessment process.
- *Action Taken:* Over the last two years, the Environmental Assessment Branch has been working on a suite of policies and guidance documents to clarify the proponent's roles and responsibilities; facilitate efficient reviews of projects; and focus resources on the review of higher risk projects and developments. During the Results-Based Business Regulations Business Transformation (RBR-BT) activities, a proposed triage system was developed in order to assist environmental assessment administrators to quickly assess the potential risks associated with a proposed project and the level of technical review required in order to determine the applicability of *The Environmental Assessment Act.* Guidance is also provided to proponents to assist in self-screening to eliminate low risk projects from entering the environmental assessment process.
- *Results and/or Anticipated Results:* Guidance documents have been approved and are now available to proponents and the public on the Environmental Assessment Branch website. These guidelines ensure consistency in the preparation

of proposals and environmental assessment processes, allowing timely and predictable regulatory outcomes.
Development of this system ensures a consistent and efficient review of project proposals, allows focus of technical resources on higher risk projects, and facilitates a timely decision-making process. As a result of this and other LEAN and RBR-BT initiatives, review times for Environmental Assessment screenings have been reduced by approximately 45 per cent; the volume of non-development proposals submitted to the Environmental Assessment Branch has been reduced by 30 to 40 per cent; and project costs for industry have been significantly reduced by removing delays in the Environmental Assessment process.

An example of some of these improvements is the Jansen potash mine, which received an approval in just seven months, where historically this type of review would have taken 12 to 18 months.

THE MINISTRY OF THE ECONOMY

Updating and streamlining oil and gas regulations

- *Economic Sector(s) or Stakeholders Impacted:* oil and gas industry.
- *Background:* Several regulations contained a number of incorrect references due to recent amendments to other related Acts and regulations. The regulations in question include:
  - ***The Petroleum Research Incentive Regulations;***
  - ***Weyburn Unit CO2 Crown Oil Royalty Regulations; and,***
  - ***The Weyburn Unit CO2 Freehold Oil Production Tax Regulations.***
- *Action Taken:* The regulations were amended to reflect the proper references to new and re-written Acts and regulations involved in the Ministry of the Economy's LEAN project known as the Process Renewal and Infrastructure Management Enhancement project (PRIME), which focuses on reviewing and updating all of Saskatchewan's oil and gas reporting systems and related business process.
- *Results and/or Anticipated Results:* All references to other Acts and regulations are current ensuring clarity and minimizing confusion.

The Training Allowance Regulations

- *Economic Sector(s) or Stakeholders Impacted:* citizens receiving the Provincial Training Allowance.
- *Background:* Provincial Training Allowance (PTA) is similar to other income support

programs of government such as the Transitional Employment Allowance (TEA) and the Saskatchewan Assurance Income for Disability (SAID). When government increases shelter rates, the rates for PTA, TEA and SAID increase. Under TEA and SAID, the rates are not identified in regulations, but rather changed through policy. As a result of this, citizens receiving the benefits can receive the increased rates immediately. In the case of the PTA, rates are set through regulations. As a result, when shelter rates are increased, it takes considerable time for PTA recipients to receive the increase due to the length of time required to amend the regulations.

- *Action Taken:* The PTA rates are being updated to remove the rates out of the regulation into a supporting policy, to align with TEA and SAID. An assessment of similar income support/allowance programs and their regulation were reviewed.
- *Results and/or Anticipated Results:* This change is currently being worked on. If the amendments to the regulations are approved, citizens will receive any rate increases in a timely manner, consistent with similar programs across government.

MINISTRY OF PARKS CULTURE AND SPORTS

The Saskatchewan Arts Board (SAB) Granting Programs

- *Economic Sector(s) or Stakeholders Impacted:* arts sector and citizens.
- *Background:* The application and granting process was causing significant time to be spent by Saskatchewan Arts Board (SAB) staff waiting for missing information or approvals and correcting errors, which resulted in slower notification and processing of grants to Artists. The pains being experienced included:
  - Scheduling challenges and constrained timelines;
  - Artist frustration from delays and transparency related to application and notification process;
  - Lack of adherence to established standards leads to confusion, frustration and rework;
  - Staff frustration waiting for approvals; and,
  - Competing priorities and interruptions cause work load imbalance.
- *Action Taken:* A LEAN exercise was conducted in 2011 to improve the overall effectiveness and efficiency for processing grant applications. Recommendations from the LEAN exercise were piloted with the Portail Culturel Fransaskois (PCF) program in the fall 2011. Lessons learned from the pilot have since been implemented with other SAB grant programs.

  More recently (October 2012), SAB has implemented an action to eliminate batching and reduce wait times associated with ratifying jury recommendations.

The recommendations from the LEAN exercise were piloted in the fall of 2011 with the PCF program, resulting in a reduction in processing times from 90 days to 38 days.

- *Results and/or Anticipated Results:* With the recent action taken to reduce wait times associated with ratifying jury recommendations, processing times are expected to improve even further. Since October 2012, some of the granting programs have realized improvements from 90 days down to five days. This in turn allows SAB to release the funds associated with these grants much sooner.

The time savings resulting from this LEAN exercise have also allowed SAB to take on and administer two additional granting programs, as well as expand their capacity in other program areas, all while reducing its staff complement by two-person years (or 10 per cent).

THEME 5

SUPPORTING THE ADOPTION OF A FLEXIBLE AND MODERN REGULATORY FRAMEWORK

Governments have traditionally relied on prescriptive, command-and-control regulations to mitigate potential harmful actions or consequences. However, new ways are being utilized to achieve social, economic and environmental objectives in a more effective and efficient manner. Allowing for more flexibility will stimulate innovation of new ideas and processes, and help businesses to capitalize on their competitive advantages to grow and expand. The following initiatives have been implemented to support the adoption of a flexible and modern regulatory framework:

THE MINISTRY OF LABOUR RELATIONS AND WORKPLACE SAFETY

Improving communication: Occupational Health and Safety in western jurisdictions

- *Economic Sector(s) or Stakeholders Impacted:* employers and workers who work in multiple western jurisdictions.
- *Background:* International health agencies review and update Occupational Exposure Limits (health-based air concentration standards) annually. These are the starting points for establishing regulated workplace air concentration standards or limits in Canadian occupational health and safety jurisdictions. However, each jurisdiction has an independent review schedule, approach and stakeholder consultation process.
- *Action Taken:* In this initiative, the western jurisdictions are meeting regularly and sharing information to facilitate more coordination in timelines and processes.
- *Results and/or Anticipated Results:* It is expected that the communication between jurisdictions will lead to achieving consistent standards throughout western Occupational Health and Safety jurisdictions.

The Saskatchewan Employment Act

- *Economic Sector(s) or Stakeholders Impacted:* employers and employees.
- *Background:* There currently are 15 pieces of legislation that govern the workplace and relationships in the workplace. It is often difficult for users to navigate through the various pieces of legislation to determine what Acts and clauses apply in certain

circumstances (e.g. labour relations–do dispute resolution provisions in The Trade Union Act apply, or do provisions in other specific Acts apply?). The goal is to arrive at standard definitions, use of common language among the various parts, and use a consistent appeal process for Employment Standards and Occupational Health and Safety matters.

- *Action Taken:* A comprehensive review of the legislation was undertaken, beginning on May 2, 2012, with the issuance of a Discussion Paper. Written submissions were requested from everyone in the province (unions, businesses, association, individuals, etc.). Over 3,800 submissions were received by the Ministry of Labour Relations and Workplace Safety. Specific stakeholder meetings were held regarding essential services.
- *Results and/or Anticipated Results:* The new Act will combine the following pieces of legislation into one:
  - *The Assignment of Wages Act;*
  - *The Building Trades Protection Act;*
  - *The Construction Industry Labour Relations Act, 1992;*
  - *The Employment Agencies Act;*
  - *The Fire Departments Platoon Act;*
  - *The Health Labour Relations Reorganization Act;*
  - *The Labour-Management Dispute (Temporary Provisions) Act;*
  - *The Labour Standards Act;*
  - *The Occupational Health and Safety Act, 1993;*
  - *The Public Services Essential Services Act;*
  - *The Radiation Health and Safety Act, 1985;*
  - *The Trade Union Act;* and,
  - *The Wages Recovery Act.*

  An amalgamation of labour legislation into one piece for ease of use and understanding, so that those who need to access it, can do so in an efficient manner. As well, various modifications were made to ensure the legislation balances the interests of employers and employees.
- *Additional Information:* Below are excerpts from some of the written submissions (Available on the ministry's website at: http://www.lrws.gov.sk.ca/modernizing-legislation) that the ministry received during its consultation process:

Marilyn Braun-Pollon, Vice-President, Prairie and Agri-Business
Canadian Federation of Independent Business (CFIB) – July 2012
"A review of Saskatchewan's labour laws is long overdue as the world of work has changed dramatically over the past 25 years, yet the approach to regulating the workplace has not.

Saskatchewan small business owners are pleased that the government is seeking to modernize, simplify and amalgamate labour legislation, and explore the creation of a Saskatchewan Employment Code. The intent of the review is to restructure and re-organize the legislation so it is easier to use and understand; eliminate inconsistencies to reduce confusion; and clarify which legislation applies in particular situations."

Saskatchewan Association of Human Resource Professionals – July 24, 2012
We support the proposed direction wherein most –if not all – employment legislation would be brought into one comprehensive piece of legislation. It has been argued by some that all the various current Acts simply be placed within one binder.

City of Saskatoon – July 3, 2012
Saskatoon is in favour of a general reorganization of this legislation in order to eliminate repetition and inconsistencies amongst the various statutes.

The Workers Compensation Act

- *Economic Sector(s) or Stakeholders Impacted:* employers and employees.
- *Background:* ***The Workers' Compensation Act, 1979*** had been amended 19 times since it was first introduced. This resulted in an Act with sections that were extremely outdated and confusing to read. Additionally, the lack of a formula for increasing benefits meant that the only way to adjust a claimant's benefits for inflation was to amend the Act.
- *Action Taken:* ***The Workers' Compensation Act, 2012***, was introduced to the legislature on November 5, 2012, after a year-long review and stakeholder consultation process. The Act now contains a formula that automatically adjusts benefits annually for inflation. This will eliminate the need for subsequent amendments. It also allows claimants to access their personal information without the need to file an appeal. This will assist in reducing the number of outstanding appeals as well as decrease the average wait time for a final decision on a claimant's appeal. The Act was re-written using modern drafting standards to improve readability and ease of use by all stakeholders.
- *Results and/or Anticipated Results:* The Act recently received second reading and is still going through the legislative approval process. Initial reaction to the Act has been largely positive.

- *Additional Information:* This regulatory change affects 41,972 employers in a variety of industries, and approximately 74.5 per cent of Saskatchewan's workforce.

THE MINISTRY OF ADVANCED EDUCATION

The Degree Authorization Act

- *Economic Sector(s) or Stakeholders Impacted:* students, employers, post-secondary education and training sector.
- *Background:* As the demand for post-secondary education in Saskatchewan continues to grow, institutions within the province and from other jurisdictions have expressed interest in offering new degree programs that will increase the number of post-secondary options for Saskatchewan students.

  Most other provinces in Canada have legislation to allow for degree-granting authority to be given to post-secondary institutions other than traditional universities. Existing quality assurance processes in Alberta and British Columbia have created increased pressure for Saskatchewan to develop a comparable quality assurance mechanism to ensure a more level playing field for post-secondary institutions, particularly across the western provinces.

  The Degree Authorization Act and *The Degree Authorization Regulations* will help ensure that the Province is addressing a public policy gap that other Canadian jurisdictions have worked to address over the last several years. The Act and Regulations provide a mechanism, which the Province did not previously have, to evaluate proposals for degree programs from post-secondary institutions.
- *Action Taken:* The new legislation establishes the Saskatchewan Higher Education Quality Assurance Board, which is an independent board that will set out standards and oversee the quality assurance process. The Board will ensure that only degree programs that meet quality standards consistent with those in other Canadian and international jurisdictions are authorized in Saskatchewan.

  The Regulations ensure a robust and transparent quality assurance review process for Saskatchewan. They prescribe additional powers and functions of the Board, establish in broad terms the standards against which institutions and their programs will be assessed, set the fees that institutions will pay, and include consumer protection provisions related to student transcripts and financial security. Specifically, the "physical presence" provision in the Act casts a very wide net and provides the Province with the legislative authority to prohibit degree mills from

operating, or appearing to operate, in Saskatchewan. Degree mills, or diploma mills, are institutions that knowingly offer substandard programs leading to degrees or other credentials that cost a lot of money but are worth little or nothing in academia or the employment market. In some cases a student will be required to do no work at all–just pay a fee and receive a degree or diploma.

- *Results and/or Anticipated Results:* The new Act and Regulations will ensure a transparent and fair quality assurance process for applicant institutions and their proposed new degree programs as well as:
  - Align Saskatchewan with best practices in quality assurance both nationally and globally;
  - Exempt the University of Regina and the University of Saskatchewan, which already have robust internal quality assurance processes, and protect their long-standing reputations;
  - Address a public policy gap by providing a mechanism by which to evaluate requests from public and private post-secondary providers (other than our two universities) that wish to offer provincially-authorized degree programs; and,
  - Provide greater accessibility and opportunity for students in our province by increasing the number of post-secondary degree programming options.

THE MINISTRY OF GOVERNMENT RELATIONS

The Community Planning Profession Act, 2012

- *Economic Sector(s) or Stakeholders Impacted:* registered professional planners.
- *Background:* ***The Community Planning Profession Act (CPPA)*** was enacted in 1963 and establishes the Association of Professional Community Planners of Saskatchewan as a professional association to promote and improve the proficiency and competence of professional community planners in the province.

  The association had initially requested amendments principally to update the existing legislation to reflect current terminology and designations and change the name of the association to the Saskatchewan Professional Planners Institute. The Ministry of Government Relations, working with the association, identified a couple of areas where the existing Act may also be inconsistent with the Province's labour mobility agreements. For example, the existing legislation requires that examinations for admission to study or to practice as a professional community planner must be under the control of the University of Saskatchewan, and wording in the existing legislation did not fully provide for licensure and title recognition of registered professional planners from other provinces and territories in Canada.

- *Action Taken:* Based on the advice of the Ministry of Justice, the Ministry of Government Relations recommended a new Act be developed using the template model for self-regulated professions.

  The ministry worked with the association to ensure the new Act addresses the requests of the association, removes outdated and inconsistent sections in the current Act and further ensures the Province's compliance with its labour mobility agreements by recognizing qualifications and membership pursuant to planning legislation of other jurisdictions across Canada.

  The Community Planning Profession Act, 2012 was introduced and given second reading in the fall 2012 Legislative Session and is anticipated to receive third reading and Royal Assent in spring 2013. The new legislation will rename the association as the Saskatchewan Professional Planners Institute and provide it with modern administrative and regulatory bylaw powers. The new Act will fully comply with the province's labour mobility obligations and support the efforts of Saskatchewan's professional planners, other planning associations across Canada and the Canadian Institute of Planners towards unfettered labour mobility in the practice of professional community planning.
- *Results and/or Anticipated Results:* Key changes include:
  - Replacing the administration of examination requirements by the University of Saskatchewan with the Professional Standards Board of the Canadian Institute of Planners (the national professional institute and certification body for the planning profession in Canada);
  - Replace the term 'professional community planner' with 'Registered Professional Planner' adopted by all provincial planning affiliates, and remove temporary resident licence provisions to provide for full recognition and licensure of individuals certified under the legislation of another jurisdiction;
  - The new Act will also make the regulatory, administrative and disciplinary powers of the association consistent with other self-regulated professions in the province.

- *Additional Information:* In a letter dated September 11, 2012, the Association of Professional Community Planners of Saskatchewan indicated:

> ***"We have appreciated [Government Relation's] efforts at consultation and willingness to ensure the new Act continues the intent of the previous Act in recognizing and regulating Registered Professional Planners in Saskatchewan."***

In a letter dated May 28, 2012, the University of Saskatchewan advised the Ministry of Government Relations that it fully supports the changes regarding the administration of qualifying examinations stating:

> *"The University of Saskatchewan has enjoyed its relationship with the Association... and is very pleased that the Association is now in a position to take responsibility for its own Board of Examiners."*

The Statements of Provincial Interest Regulations

- *Economic Sector(s) or Stakeholders Impacted:* municipalities, land developers, professional community planners and financial institutions.
- *Background:* The Ministry of Government Relations identified the need to consolidate government land use policies and integrate those policies into local and regional municipal planning across the province.
- *Action Taken:* The Ministry of Government Relations worked collaboratively with provincial ministries and agencies, the municipal sector and other planning stakeholders to identify provincial land use policies that affect municipal development. The identified policies, or interests, were consolidated into *The Statements of Provincial Interest Regulations (SPI)*, which came into effect on March 29, 2012.
- *Results and/or Anticipated Results:* Authorized by *The Planning and Development Act, 2007*, the SPI link provincial and municipal objectives for land use planning and, as a result, directly affect the use of land and impact community development, economic growth and environmental stewardship. The SPI reflect the diversity of issues affecting Saskatchewan's communities and regions, recognizing that wise management of development involves facilitating, promoting and sustaining growth, based on planning principles. The SPI establishes consistent standards which enhances the viability of development and reduces risk, creating a more stable and sound investment climate that benefits developers and financial institutions.
- *Additional Information:* For information on the Statements of Provincial Interest, visit: http://municipal.gov.sk.ca/SPI

Lloydminster Charter Renewal

- *Economic Sector(s) or Stakeholders Impacted:* businesses and citizens in the City of Lloydminster.

- *Background:* The City of Lloydminster straddles a provincial boundary. The city receives its operating authority from *The Lloydminster Charter* and its enabling statutes, *The City of Lloydminster Act* in Saskatchewan and *The City of Lloydminster Act* in Alberta. When first adopted in 1930, the Charter resolved the duplication of services and municipal councils and enabled the creation of one municipal government from two communities on each side of the border. The last major update of the Charter was in 1979. Since then, municipal legislation in both provinces has essentially been rewritten-*The Municipal Government Act (Alberta)* in 1995, and *The Cities Act (Saskatchewan)* in 2003. The rewrite of municipal legislation in both provinces left Lloydminster as the only city in Saskatchewan and Alberta without broad authority to carry out the business of the city.
- *Action Taken:* Through a multi-year process involving a detailed review of the provisions of the existing Charter with provisions in the municipal legislation of both provinces, Saskatchewan and Alberta negotiated and drafted a new Charter that balances provisions from both provinces' municipal legislation and reconciles key differences between the provinces in areas such as assessment and taxation, planning and development, local elections and education. Internal consultations were conducted in both provinces, and the provinces consulted with the City of Lloydminster and the school divisions. The city, with the support of both provinces, held an information session for the public and key local stakeholders about the changes to the Charter.
- *Results and/or Anticipated Results:* The new Charter will be less prescriptive and will allow the city to be more flexible and innovative within its areas of jurisdiction including replacing significant legislative detail with natural person powers for corporate and administrative matters, such as entering agreements. Also, in the past, municipal legislation specified precisely what a municipality may and may not do. Newer municipal legislation provides municipalities with areas of jurisdiction within which they may do whatever is required to respond to the existing and future needs of their citizens in creative and innovative ways. The new Charter will provide this for Lloydminster.

  For the public, the new Charter is written in plain language, is more logically organized and has a Table of Contents so it will be easier for readers to find the provisions they are looking for. In addition, the Ministry of Government Relations and Saskatchewan's Queen's Printer are working together to ensure the new Charter is available and more easily accessed on Freelaw, the Government of Saskatchewan's Publications Centre and the ministry's website, even though it is not an Act or Regulation.
- *Additional Information:* In its letter of support regarding the new Charter dated

September 19, 2012, the Lloydminster City Manager wrote:

> *"The City of Lloydminster supports the renewed Charter and is looking forward to it becoming effective January 1, 2013."*

The Planning and Development Act, 2007

- *Economic Sector(s) or Stakeholders Impacted:* municipalities, land developers and planners.
- *Background:* Beginning in 2009, several issues prompted the Ministry of Government Relations to review the provincial planning framework, including numerous requests from municipalities to settle inter-municipal disputes, the need for inter-municipal cooperation and regional level planning and practicalities of decision-making in large planning districts.
- *Action Taken:* Amendments to *The Planning and Development Act, 2007*, came into force during the summer of 2012.
- *Results and/or Anticipated Results:* Amendments to *The Planning and Development Act, 2007*, provide additional flexibility for municipalities to jointly plan and manage areas of common interest, improve the mechanics of decision-making for large planning districts, provide dispute resolution processes for all types of planning districts and increase municipal flexibility to effectively service and cover the cost of development.

THE MINISTRY OF HEALTH

The Swimming Pool Amendment Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* citizens, owners/operators of public swimming pools.
- *Background:* The primary amendment dealt with the removal of lifeguard qualifications and related requirements. Previous regulations only allowed lifeguards with Life Saving Society qualifications. The Red Cross Society wanted their lifeguard training program recognized. Owners of swimming pools wanted a choice in lifeguard trained individuals and indicated that due to a lack of qualified lifeguards they were not able to maximize the hours of operation of their pools. Other provinces such as Alberta and British Columbia had removed lifeguard qualifications from their regulations and replaced with the requirement for safety plans. The regulations were in need of change to be more flexible regarding lifeguarding requirements but yet maintain and improve on public safety.

- *Action Taken:* Consultation with key stakeholders including the Lifesaving Society, Red Cross, Saskatchewan Safety Council and the Saskatchewan Parks and Recreation Association resulted in consensus of amendments to remove most lifeguard-related requirements and replace with a safety plan.

  Amendments to the regulations require owner/operators of public swimming pools to create safety plans specific to the needs of their pool and include details on lifeguarding and aquatic safety procedures. These plans must be submitted to the local health region for review.
- *Results and/or Anticipated Results:* The new regulations maintain and improve on previous standards. Both the Red Cross and Lifesaving Society will be recognized as accredited organizations delivering lifeguard training and certification in Saskatchewan. The change will:
  - Enable owner/operators of public swimming pools to choose between Red Cross and Life Saving Society certified lifeguards;
  - Assist owner/operators of public swimming pools in recruiting qualified lifeguards; and,
  - Increase public safety at swimming pools by causing the creation of safety plans that are more specific to each facility.

  These changes bring Saskatchewan's regulations in line with those found in Alberta and British Columbia.

THE MINISTRY OF THE ECONOMY

The Oil and Gas Conservation Regulations, 2012

- *Economic Sector(s) or Stakeholders Impacted:* oil and gas industry.
- *Background:* Saskatchewan's oil and gas reporting systems and related business processes had not undergone a major review for many years. Many of the systems and processes were paper-based, outdated, inefficient and cumbersome for both industry and government. The adoption of Petrinex, an electronic reporting system used in Alberta, was identified as a way to help the oil and gas industry and the Government of Saskatchewan manage information in a standardized manner significantly improving efficiency and effectiveness.
- *Action Taken:* The re-write of *The Oil and Gas Conservation Regulations* are part of an extensive LEAN project known as Process Renewal and Infrastructure Management Enhancement Project (PRIME), initiated by the Ministry of the Economy this year. Some of the changes highlighted in the new regulation include:

- Adding a licensing requirement with respect to the drilling of structure test holes and oil shale core holes;
- Changing the prohibition on drilling a well near a water body, occupied dwelling, public facility or urban centre from 100 metres to 125 metres, effective July 1, 2013;
- Updating the penalty provisions of the regulations to reflect the new reporting requirements using Petrinex; and,
- Clarifying that the Oil and Gas Orphan Fund may be used for undertaking abandonment, decommissioning or reclamation activities both on and off the damaged or contaminated sites.

- *Results and/or Anticipated Results:* Saskatchewan started reporting through Petrinex effective March 1, 2012. Processes were eliminated and/or streamlined, significantly improving efficiencies for both industry and government. Regulatory customer service, transparency and accountability were enhanced. Online regulatory tools and solutions were expanded. The regulations were modernized and streamlined and, in some cases, totally re-written. Authority was provided to enable and support electronic business activities/transactions.

THE MINISTRY OF ENVIRONMENT

The Fisheries Regulations

- *Economic Sector(s) or Stakeholders Impacted:* commercial fishing and processing industry.
- *Background:* A desire for more open marketing of commercially harvested fish by Saskatchewan's commercial fishers and a desire by the ministry to reduce administrative costs associated with the collection of fees.
- *Action Taken:* An Order in Council rescinding the 1969 Freshwater Fish Marketing Agreement with the federal government, along with amendments to *The Fisheries Regulations* were made to accommodate open marketing of commercially harvested fish. Regulatory amendments also removed the requirement for the payment of royalties from commercial fishers.
- *Results and/or Anticipated Results:* Commercial fishers now have more freedom of choice in marketing their catch. Removal of the royalties has put more money in the pockets of commercial fishers while reducing administrative costs to government.

INFORMATION SERVICES CORPORATION (ISC)

Assurance Provisions expanded

- *Economic Sector(s) or Stakeholders Impacted:* Saskatchewan residents.
- *Background:* The Land Registry has expanded the assurance provisions to entitle rightful owners who have been removed from title by fraud to have title restored in their name.
- *Action Taken:* The expanded assurance provisions will now assist owners who have been removed from title by fraud and have been in continuous possession and occupation of the home to have title restored in their name, even where there has been an innocent purchaser for value registered on title as owner. In addition, rightful owners of a principal residence are entitled to receive compensation in excess of the actual value of the property in cases of losses due to fraud.
- *Results and/or Anticipated Results:* The expanded assurance provisions also allow certain innocent mortgagees that may have entered into a fraudulent mortgage to be eligible for compensation as long as they have met the required standard of due diligence and the loss is not covered by other insurance.

The Enforcement of Money Judgment Act

- *Economic Sector(s) or Stakeholders Impacted:* all businesses.
- *Background:* The former judgment enforcement process was outdated.
- *Action Taken:* A new Judgment Registry has been created replacing the Saskatchewan Writ Registry. Information Services Corporation (ISC) worked closely with the Ministry of Justice to develop *The Enforcement of Money Judgments Act.*
- *Results and/or Anticipated Results:* This new legislation replaces outdated legislation and introduces a new and more effective judgment enforcement process. ISC administers the registration of judgments in the Judgment Registry.

SASKATCHEWAN GOVERNMENT INSURANCE (SGI)

Saskatchewan Memorandum of Agreement with the Canadian Association of Oilwell Drilling Contractors

- *Economic Sector(s) or Stakeholders Impacted:* oil industry rig contractors operating between Alberta and Saskatchewan.
- *Background:* This was completed as part of a New West Partnership Agreement.

In partnership with the Canadian Oilwell Drilling Contractors (CAODC), SGI established a Memorandum of Agreement (MOA) providing regulatory concessions to their membership, similar to the MOA they have with Alberta Transportation.

- *Action Taken:* The MOA is a result of consultations between New West Partnership jurisdictions and the CAODC executive and membership. The Saskatchewan MOA came into effect April 1, 2012. It removes industry identified barriers to labour and trade mobility for oilfield service rig contractors operating between Alberta and Saskatchewan by providing conditional driver licensing and periodic equipment inspection exemptions and vehicle seizure and impoundment provisions.
- *Results and/or Anticipated Results:* Since implementation in April 2012, SGI has received 15 applications from oilfield services organizations. This is viewed as an opportunity by SGI and the CAODC–providing companies operating in both Alberta and Saskatchewan with the ability to operate and move equipment between the two provinces with less red tape (reciprocity).
- *Additional Information:*
  For more information, please see an article in the Spring 2012 issue of the OilDriller publication:
  http://www.nxtbook.com/nxtbooks/naylor/CODT0112/index.php?startid=12

  Or visit SGI's website at:
  http://www.sgi.sk.ca/businesses/commercialcarriers/permits/servicerig.html

The Driver Licensing and Suspension Regulations, 2006

- *Economic Sector (s) or Stakeholders Impacted:* citizens, physicians, nurse practitioners, occupational therapists.
- *Background:* Prior to this change, only duly qualified medical practitioners were required to report to the administrator any driver who is suffering from a medical condition that will make it dangerous for that person to operate a vehicle (Section 283 of *The Traffic Safety Act*). Once this report is received and reviewed, SGI may suspend, cancel or refuse to issue a driver's license for a stated period or indefinitely without asking for further medical information. *The Traffic Safety Act* defines a duly qualified medical practitioner as a physician, surgeon, optometrist and ophthalmologist.

  Nurse Practitioners (NPs) and Occupational Therapists (OTs) are educated to assess medical conditions as they relate to safe driving and have the training required to identify drivers who could potentially be unsafe to drive due to their medical condition. However, prior to the change, if SGI received a report from a NP or OT

where a driver had a medical condition that may affect their driving, SGI could not act on this information. A medical report from a duly qualified physician was requested–leaving a potentially medically unsafe driver on the road for a longer period of time.
Paradoxically, if the driver has already been reported to SGI and follow-up information is required to assess the driver's ability to drive, both NP's and OT's are considered by the TSA as duly qualified practitioners to provide SGI with this assessment.

Prior to the implementation of the five year driver licence in January of 2011, driver licences were renewed anually. At the time of renewal, drivers are asked by the licence issuer if they have a medical condition that could affect their driving. Moving to a five year driver's licence will impact the number of driver's self-reporting medical conditions annually as the opportunity to formally self-report moves to a five-year cycle.

- *Action Taken:* SGI consulted with the Saskatchewan Association of Nurse Practitioners and the Saskatchewan Society of Occupational Therapists to discuss process and how it would affect their members, physicians and patients.
- *Results and/or Anticipated Results:* Approximately 100 reports have been received from NPs and OTs since July 2012. This saves time for physicians as they no longer have to review and sign forms. It also supports more timely identification and provision of assistance to drivers with medical conditions that could affect their driving.

The Vehicle Equipment Regulations

- *Economic Sector(s) or Stakeholders Impacted:* citizens, people immigrating to Saskatchewan, the Saskatchewan recreational vehicle industry.
- *Background:* On May 18, 2012, as part of a New West Partnership Agreement, Saskatchewan streamlined provincial recreational vehicle equipment standards with Alberta to recognize both the Canadian CSA Z240 RV standards and the United States of America US NFPA 1192 standards.
- *Action Taken to Reduce Regulatory Burden:* Prior to the amendment, provincial equipment regulations prohibited the importation of a US certified recreational vehicle legally purchased and registered in another jurisdiction.

The regulation change was developed in consultation between New West Partnership Agreement jurisdictions, SaskPower Gas and Electrical Inspections, the Saskatchewan Recreation Vehicle Dealers Association, the Recreation Vehicle

Dealers Association of Canada and the United States Recreational Vehicle Industry association.

- *Results and/or Anticipated Results:* This initiative supports the free movement of people and trade between New West Partnership Agreement jurisdictions, by permitting residents and those planning on immigrating to Saskatchewan, to import and register for use on public roads recreational vehicles manufactured to US industry standards. The change was required to ensure Saskatchewan vehicle equipment regulations did not prohibit the use of equipment built to industry standards that are adopted for use in other Canadian jurisdictions.
- *Additional Information:* For more information, please visit The Saskatchewan Gazette publication at: http://www.qp.gov.sk.ca/documents/gazette/part2/2012/G2201220.pdf

The Vehicle Equipment Regulations and The All-Terrain Vehicle Regulations

- *Economic Sector(s) or Stakeholders Impacted:* citizens, people immigrating to Saskatchewan, the motorcycle, all-terrain vehicle and snowmobile industries (including safety equipment suppliers).
- *Background:* On December 3, 2010, Saskatchewan received a Notice of Intent from Alberta Transportation, Legislative Planning & FOIP Branch, indicating that they planned to amend Alberta's *Vehicle Equipment Regulations* to include the Economic Commission for Europe (ECE) 22.05 standard and the Snell Memorial Foundation 2010 standard for motorcycle helmets.

  On May 18, 2012, as part of a New West Partnership Agreement, Saskatchewan amended provincial motorcycle, all-terrain vehicle and snowmobile helmet regulations to recognize motorcycle helmets meeting the ECE 22.05 standard.
- *Action Taken:* Prior to the amendment, provincial equipment regulations prohibited the use of helmets meeting ECE 22.05.

  The regulation change was developed in consultation between New West Partnership Agreement jurisdictions.
- *Results and/or Anticipated Results:* The change was required to ensure Saskatchewan vehicle equipment regulations did not prohibit the use of new and emerging vehicle safety technologies, or safety equipment built to industry standards that are adopted for use globally.

  This amendment ensures that people immigrating to or traveling through Saskatchewan are permitted to use safety equipment manufactured to the ECE 22.05 standards.

- *Additional Information:* For more information, please visit The Saskatchewan Gazette publication at: http://www.qp.gov.sk.ca/documents/gazette/part2/2012/G2201220.pdf

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY (SLGA)

Micro Brewery and Micro Distillery Policies

- *Economic Sector(s) or Stakeholders Impacted:* hospitality/general business.
- *Background:* In Saskatchewan, there are several micro distilleries in operation. Because these operations are still relatively new to the province, new operating policies were necessary in order to meet the particular needs of the industry. As well, it was determined that the existing policy framework for Saskatchewan's micro brewery (and future micro breweries) needed to be revised.
- *Action Taken to Reduce Regulatory Burden:* In consultation with the micro distilleries and microbrewery, SLGA has developed and implemented new operating policies for both types of manufacturer.
- *Results and/or Anticipated Results:* *The Micro Brewery and Micro Distillery Policies* give clear operating guidelines for businesses, and provide a foundation for further development of Saskatchewan's micro brewery and micro distillery industries. As well, the policies provide new business opportunities for microbreweries and micro distilleries, including the ability to sell their products from on-site retail stores and at participating farmers' markets.

THEME 6

BUILDING CAPACITY FOR REGULATORY MODERNIZATION

New initiatives to build capacity for regulatory modernization are helping the provincial government to meet its priorities of citizen-centered service, core business, simplification, public service renewal, and an enterprise-wide approach. Greater capacity is being built by developing innovative ways to bring together the regulatory community at the municipal, provincial and federal levels for enhanced service delivery. Government has implemented the following initiatives to build capacity for regulatory modernization:

THE MINISTRY OF GOVERNMENT RELATIONS

Inter-municipal business licensing and overweight vehicle permitting

- *Economic Sector(s) or Stakeholders Impacted:* business and industry–specifically those that operate across municipal jurisdictions (services, trades/contractors, transportation).
- *Background:* Business licensing is an area of bylaw making power of municipal governments. The municipal Acts give local government's broad authority and autonomy to pass municipal licensing bylaws to regulate businesses, business activities and persons engaged in business within their respective municipality. In addition, *The Highways and Transportation Act, 1997*, provides rural municipalities (RM) with the authority to issue overweight permits for vehicles in excess of legal limits (secondary weights) for movement on municipal highways within the RM where damage to road infrastructure could occur.

  The broad authority granted to municipal governments means businesses, including haulers of goods, may be required to obtain multiple licenses and permits for each municipality in which they intend to operate or in which goods are transported on municipal roads. The New West Partnership Agreement between Alberta, British Columbia and Saskatchewan has an objective to 'encourage the reconciliation of municipal business licensing.' Similarly, government's Growth Plan encourages working with municipal partners to remove impediments and challenges to urban and rural growth and economic development.

- *Action Taken:* Amendments proposed to *The Cities Act*, *The Municipalities Act and The Northern Municipalities Act, 2010*, in the fall 2012, session will provide clear authority for cities and municipalities to develop voluntary arrangements with other municipalities, including those in other jurisdictions, to allow businesses, or a type or class of businesses as agreed to by the jurisdictions, to operate across participating municipal jurisdictions under one license.

  Additionally, amendments proposed to *The Municipalities Act* and *The Northern Municipalities Act, 2010*, will provide rural and northern municipalities with the discretionary authority to enter into reciprocal agreements regarding the common issuance and mutual recognition of permits relating to vehicle weights, allowing for an overweight permit issued by one RM that is part of the agreement to be recognized in other RMs that are part of the agreement.
- *Results and/or Anticipated Results:* GR is aware of inter-municipal business licensing arrangements in place among municipal governments in at least three other jurisdictions in Canada–British Columbia, Alberta and the Yukon. In these jurisdictions, municipalities either collectively by agreement or through their municipal association develop a common business licence, fee and licensing procedures to enable a business to operate in all participating municipalities. The participating municipalities either keep the incremental revenue from the higher fee or remit a portion to their municipal association for administration. The concept is similar to the "extra provincial" business corporation registration option that became effective July 1, 2012, in which Saskatchewan businesses registering as a corporation no longer need to register separately in each of the three New West Partnership Agreement jurisdictions–Alberta, British Columbia and Saskatchewan.

  The anticipated results are that businesses operating across two or more municipalities will encounter fewer restrictions in acquiring necessary permits and licenses. It is also anticipated that streamlining permitting and licensing functions across municipalities will allow them to realize greater efficiencies in resources required to approve and monitor business requirements.
- *Additional Information:* Approximately 4,300 overweight permits are issued by rural municipalities annually, an average of 14 to 15 overweight permits per year by each RM, although some RMs account for a much greater proportion than others. There is no similar data regarding the number of municipal business licences that are issued to businesses operating across municipal jurisdictions.

THE MINISTRY OF AGRICULTURE

LEAN process of ministry's mail payment system

- *Economic Sector(s) or Stakeholders Impacted:* citizens, clients.
- *Background:* Corporate Services Branch undertook a LEAN exercise which examined the receiving and processing of the mail payments system within the ministry. The exercise involved five branches who receive payments through the mail, where they identified issues with duplication, multiple verification of information, and inconsistent and duplicate logging of information.
- *Action Taken:* By implementing the LEAN recommendations, the group was able to reduce delays in processing funds, while preserving the requirements related to security, validation, and routing of materials.
- *Results and/or Anticipated Results:* The short term benefits included a 15 per cent reduction in time for processing mail payment, a 52 per cent reduction in wait times and three per cent reduction in processing steps. These changes in process have improved customer service by decreasing the length of time it takes to post a payment to the account.

THEME 7

REDUCING FEES AND PAPERWORK BURDEN

Government fees and paperwork burden are long-standing frustrations for the business community. As government implements efficiencies through new technologies, complicated paperwork and some fees have been reduced, allowing business to invest more time and money on their core business activities. The following initiatives have been implemented to reduce fees and paperwork burden:

THE MINISTRY OF ADVANCED EDUCATION

Amendments to The Saskatchewan Student Direct Loans Regulations

- *Economic Sector(s) or Stakeholders Impacted:* students, post-secondary education and training sector.
- *Background:* The federal Budget 2008 included the announcement of a Service Delivery Vision that would make administrative processes easier for Canada Student Loan borrowers and improve overall client service. Saskatchewan agreed to participate in all service improvements. The Ministry of Advanced Education worked with the Canada Student Loans Program and the National Student Loan Service Center (NSLSC) on policy issues, systems changes and regulatory amendments to achieve implementation of the Master Student Financial Assistance Agreement (MSFAA) and Electronic Confirmation of Enrolment (ECE) for the 2012-13 loan year. The ministry required amendments to *The Saskatchewan Student Direct Loans Regulations* to launch these two service delivery improvements.
- *Action Taken:* Amendments to *The Saskatchewan Student Direct Loans Regulations* were required for the introduction of two client service improvements for the Canada-Saskatchewan Integrated Student Loans Program. Beginning in the 2012-13 loan year, these improvements were:
  - A new MSFAA, which needs to be signed once at the beginning of a student's academic career rather than each time a student applies for assistance or is re-assessed; and,
  - The introduction of ECE, which will eliminate the process of students having to take a paper form to their post-secondary educational institution to have it signed by an official.

- *Results and/or Anticipated Results:* Approximately 12,000 borrowers will be impacted annually. The introduction of the MSFAA and ECE will greatly improve service to students by:
  - Eliminating the need for students to sign a new loan agreement each time they apply for assistance or are re-assessed;
  - Eliminating the need for students to manually have their enrolment confirmed by their post secondary educational institution each time they are assessed for student loan assistance; and,
  - Eliminating the need for students to send their loan documents to the NSLSC for processing each time they are assessed for student loan assistance.

  The MSFAA and the ECE will:
  - Allow students to sign one loan agreement for their entire post-secondary education (unless there is a break in studies of more than two years);
  - Allow the NSLSC to electronically confirm a student's enrolment with the post-secondary educational institution; and,
  - A reduction in the ministry's administration processes of producing and mailing documents is also expected.
- *Additional Information:* Below is an excerpt from a Government of Saskatchewan news release, dated July 16, 2012:

> ***"Our government understands the importance of post-secondary education and we want to make it more accessible and affordable for students," Advanced Education Minister Don Morgan said. "The new improvements to the Student Financial Assistance program will create a more streamlined and efficient process, better meeting the needs of post-secondary students and educational institutions."***

THE MINISTRY OF SOCIAL SERVICES

New process for reviewing group homes

- *Economic Sector(s) or Stakeholders Impacted:* citizens.
- *Background:* The focus of the group home review was to measure regulatory compliance within the context of *The Child and Family Services Act,* the Children's Services Residential Policy Manual and the First Nations Customary Standards of Care Manual. The review process was lengthy and cumbersome requiring the review of 175 regulations at each group home. As a result, the final report was unclear and not easily understood. There was also a lack of role clarity among the members of the regulatory team (those conducting the reviews and those following

up on the recommendations emanating from the review).

- *Action Taken:* LEAN events identified process inefficiencies, resulting in a change of focus for the group home review to improving the care experience for children in the ministry's care and better preparing them for life outside of a group home. The review report was reduced from 24 to 8 pages and decreased the regulation checks from 175 to 66. Regulations were prioritized, and measures were added to assess the achievement of 32 desired outcomes. The report and roles within the regulatory unit were clarified.
- *Results and/or Anticipated Results:* This has increased the ministry's ability to review group homes on a timelier basis and identify issues with group homes quicker. It is anticipated that with these changes, children in the ministry's care will experience improved care in group homes and are better prepared for living outside of a group home.

THE MINISTRY OF AGRICULTURE

Enhanced efficiency and cost savings in the Livestock Inspection System

- *Economic Sector(s) or Stakeholders Impacted:* community pasture patrons, pasture managers.
- *Background:* Livestock inspection is a cost recovery service that confirms rightful ownership of livestock offered for sale and livestock transported in and out of the province. Producers are required to complete manifests (a paper-based system), declaring their ownership prior to transportation and inspection. Inspections are required, prior to sale of all livestock, and the fee associated with the inspection is up to $2 per animal.
- *Action Taken:* From December 2011 to June 2012, the Livestock Branch continued work on a LEAN project which enhanced efficiency and cost savings in the Livestock Inspection System, by implementing an electronic inspection system. The LEAN project involved using new technology to electronically capture data instead of using paper forms from which data would have to be re-entered. A pilot project tested and applied new technologies to livestock inspection. The project concluded that full implementation of the electronic inspection process could possibly mean savings of 10 to 20 per cent of current labour costs or approximately $200,000 to $400,000 annually when fully implemented. As this is a cost recovery process, this could potentially allow for fee reduction to producers if implemented. The pilot project is still being reviewed and the results are yet to be finalized.
- *Results and/or Anticipated Results:* The Lands Branch, Pastures Program has streamlined the process by which they collect payments from patrons of

community pastures. In the past, pasture patrons would be required to provide both a cheque for payment, and a signed Community Pasture Receipt (CPR) when claiming their animals. Examination of the process determined that the patron signature on the CPR was not necessary and so its requirement was removed. This change in process has realized a savings in time processing for patrons, pasture managers, and office staff, who were required to trace missing signatures of CPRs.

For more information, please contact:

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